



Centre
of Policy
and Legal
Reform

Kyiv
Ukraine

CPLR

2023

Annual
report

2023

Introduction



Ihor Koliushko

The founder and the Head of the Board of the CPLR

2023 is the second year of a full-scale mass war in Ukraine against Moscow's imperial aggression, a war for the right to live and be a European country; the second year of living and functioning of the entire society under martial law. It began with optimistic expectations, if not of a complete victory for Ukraine in the war, then at least of a quick liberation of the south, following the example of the fall 2022 offensive in the Kharkiv region. However, it ended with the pessimistic recognition that there would be no quick victory, and the war would apparently last for a long time

However, the CPLR continued its work and even expanded in terms of the number of areas of activities, the number of experts involved, the number of grants received, the number of documents and materials prepared... At the same time, we increased material support for the soldiers of the Armed Forces of Ukraine, thanks to whose efforts and heroism we have the opportunity and the duty to work on promoting the reform of Ukraine.

We paid considerable attention to the communication of the "Vision of Ukraine - 2030" and presented its various parts at dozens of public discussions. After Oleksandr Sayenko joined our team, we resumed our activities in the area of public administration reform. This is especially important in the context of Ukraine's preparation for European integration. Another priority for us was to actively promote arrangements for the entry into force of the Law of Ukraine "On Administrative Procedure".

This year, for the first time, we received a large grant from the GIZ (under the U-LEAD Project) on research and advocacy in the area of local self-government. Thanks to this grant and the involvement of dozens of scholars and civil society experts, we have prepared a package of policy documents necessary to restore local government after the war and prepare it for accession to the European Union.

Against this backdrop of the increase in our capacities and developments, it is particularly frustrating to recognize the insufficient level of involvement of our experts in the direct preparation of governmental and parliamentary documents. This is especially true for new areas and research (e.g., local self-government, European integration). However, in some our "traditional" areas (governance reform, judicial reform), we could be much more effective had the authorities been more open to cooperation instead of referring to the challenges of martial law. At the same time, CPLR experts retain high level of involvement in the areas of reforming administrative procedure and administrative services, law enforcement and criminal justice, and constitutional law.

At the end of 2023, with the announcement of the opening of negotiations with Ukraine as an EU candidate country, the European integration has become a major focus of our attention. In essence, it should consolidate all our areas and expertise. We plan to focus not only on assisting the Government in completing its “homework” but also on monitoring how and to what extent the Government is implementing the reforms necessary to achieve a truly European level of democracy, rule of law, and good governance.

Despite the government’s optimistic assurances to join the European Union and NATO quickly, we observe that along with progress in this direction, the ongoing martial law is causing the erosion of the foundations of democracy and the rule of law, the drain of professional staff from the public sphere, and the decrease in managerial culture. That is the reason why we plan and urge our colleagues to pay special attention to the basic values of democracy, which helped us to prevent usurpers from stealing our freedom in the past. These five values include the existence of a middle class (free and wealthy people), civil society, freedom of speech and free media, local self-governance, and parliamentarism with a high level of protection for MPs. It is thanks to these factors that we had Maidans and their victories. Today, threats are emerging in all of these areas, and they need to be countered today, without waiting for the Victory, when it will be too late.

The war continues. The aggressor remains strong. To defeat him, to protect our independence, democracy, and values, we need the help of our allies. And the more success in reforms, European integration, and fighting corruption we demonstrate, the greater and more stable help we will get from our allies. Essentially, these reforms are the second front, without success on which it will be difficult for us to win on the military front. This means that the CPLR will face difficult and responsible tasks in the coming year.

About the Centre of Policy and Legal Reform

1996

think tank
established

Centre of Policy and Legal Reform (CPLR) – a nongovernment think tank established in 1996 that works at national and regional levels in Ukraine. In 2016, the CPLR was recognised as one of the most transparent think tanks.

In 2017, the CPLR started creating a regional network of think tanks – the Ukrainian Public Law and Administration Network (UPLAN).

The staff of CPLR has historically been very stable.

The founder and the Head of the Board of the CPLR is **Ihor Koliushko**.

The core of the organisation includes 25 experts who systematically participate in the CPLR projects (of whom 3 are professors of law, 11 have PhD degrees in law, and the rest have an M.A. in law), six administrative staff, and five communication managers.

25

experts

6

administrative staff

5

communication managers

To implement the CPLR's projects, the scholars and experts from other organisations are involved as needed. Thus, in 2023, more than 100 experts participated in the CPLR's projects.





Vision

Ukraine is a European state built on the principles of respect for human rights, democracy, rule of law, and good governance.



Mission

To facilitate institutional reforms in Ukraine for strengthening democracy, the rule of law, and good governance.



Values

- ◆ Patriotism and historical continuity
- ◆ Integrity and transparency
- ◆ Professionalism and innovation
- ◆ Proactivity and progress
- ◆ Independence and impartiality



Activity areas

- ◆ Constitutionalism
- ◆ Governance: policymaking, accountability, civil service
- ◆ Governance: administrative procedure and administrative services
- ◆ Local self-governance and decentralisation
- ◆ Judiciary
- ◆ Criminal justice
- ◆ Anti-corruption
- ◆ European integration
- ◆ Civil society development



Constitutionalism

Area lead:



Yulia Kyrychenko



Ihor Koliushko

Area experts:



Anton Chyrkin



Andrii Mahera



Iryna Shostak



Olha Ivasiuk



Oleksandr Marusiak



Our goal –

Authority in Ukraine is subordinated to the Constitution

What we did

1. We worked on a vision for the first post-war parliamentary and presidential elections, to promote democratic elections and referenda in the post-war period by developing a unified, apolitical civil society position. For this purpose, we created the working group “Elections on the Wings of Victory”, which consists of more than 10 leading Ukrainian experts in the area of electoral law (along with experts from the Civil Network OPORA and the International Foundation for Electoral Systems (IFES) in Ukraine.

2. As part of the “Elections on the Wings of Victory” working group, 16 in-depth interviews were conducted with key stakeholders directly or indirectly involved in the electoral process. Among them are representatives of the CEC, NACP, National Police of Ukraine, local governments, etc.

3. We worked on strengthening parliamentarism, including during the war period. Specifically, experts of the CPLR and the USAID RADA Next Generation Program (RANG) analyzed the work of the Verkhovna Rada of Ukraine from February 2022 to June 30, 2023, and prepared an empirical report “Parliament in wartime: the example of Ukraine”. The study focused on the legislative function of the Parliament, which was the main one during the period covered by the analysis. It was discussed on July 28 at a roundtable discussion on “Parliament in wartime: analysis of the activities and ways to improve the legislative process” held in partnership with the Verkhovna Rada of Ukraine and the RANG Program.

4. Jointly with the Reanimation Package of Reforms Coalition and the All-Ukrainian “Active Community” initiative from “Respublica” Institute, we held a series of public consultations on the provisions of the draft White Book of the legislative process. The public consultations provided an opportunity to hear public opinion on parliamentary processes and the work of the legislative body and helped to finalize the draft White Book. Representatives of state authorities, civil society organizations, educational institutions, and citizens interested in this topic, including students, joined the discussions.

5. In partnership with the CSO “Agency for Recovery and Development” and with support of the European Endowment for Democracy, we held a discussion of Ukraine’s public policies after the Victory. The CPLR Board Member Yuliia Kyrychenko presented a vision of how to build an effective Parliament and political parties, as well as to hold post-war elections in accordance with international standards.

6. A seminar “Parliamentary Committees: achievements and development prospects” was held to present the committees of the Verkhovna Rada of Ukraine that work closely with the USAID RADA Next Generation Program (RANG) (model committees) and their developments; discuss best practices in organizing the work of parliamentary committees and further steps of cooperation between the Program and the Verkhovna Rada’s committees to ensure the development of the committees’ expert and organizational capacity. The event was attended by the heads and staff of the structural units of the Secretariat of the Verkhovna Rada of Ukraine and the secretariats of the Verkhovna Rada Committees.



7. We were involved in advocacy on the draft Law of Ukraine “On amending certain legislative acts of Ukraine regarding the Rules of Ethical Conduct of Members of the Parliament of Ukraine (Code of Ethics)”, reg. № 8327 of December 30, 2022, which establishes a set of ethical principles and standards based on which MPs of Ukraine should carry out their activities.

8. We participated in the revision (finalization) of the Law of Ukraine “On Lobbying”, which sets forth the legal framework for lobbying in Ukraine.

9. At the request of individual parliamentary committees, we carried out expert analyses of certain draft laws to ensure that their provisions comply with the Constitution of Ukraine (constitutionality), and that their purpose and subject matter of legal regulation are consistent with Ukraine’s foreign policy course towards full membership in the European Union, and provided relevant expert assessments.

10. At the request of leadership of the Verkhovna Rada of Ukraine and MPs, we provided ad hoc advice on various legislative issues.





11. We participated in the work of the interagency working group on improving legislative drafting, assessing legislative impact, and improving the results of implementation of laws, as well as joined the Scientific Advisory Council under the Chairman of the Verkhovna Rada of Ukraine.

12. Jointly with the National University of Kyiv-Mohyla Academy, we continued our work under the “Law in Wartime” initiative (until August 2023) to provide state authorities and local self-government bodies with comprehensive legal analysis for making timely and balanced decisions, as well as to inform our compatriots about the types of legal decisions in various situations caused by the war.

13. We engaged in regular systematic monitoring of Ukraine’s implementation of the European Commission’s recommendations to reduce political influence on the Constitutional Court of Ukraine. Based on the results of monitoring, analytical points, statements, and opinions were published and relevant positions were provided to representatives of authorities in the form of both open meetings and closed consultations.





What we achieved

As part of “Ukraine after the Victory: preparing and communicating reforms for the implementation of “Vision of Ukraine – 2030” project, the Concept of Parliamentary Reform “Ukraine after the Victory: “Vision of Ukraine 2030”” was prepared and presented. The [concept](#) of parliamentary reform covers the issues of the Parliament’s powers, its organizational structure and support, the legislative process, and the status of a member of the Parliament.

The White Book on the legislative process was prepared and presented, aimed at developing ways and solutions to address the issues of the legislative process in Ukraine as outlined in the [Green Book](#). Proposals for improving the legislative process provided in this White Book are partially implemented in the Law of Ukraine “On Lawmaking” of August 24, 2023, № 3354-IX.

Jointly with the experts of the USAID RADA Next Generation Program (RANG), an empirical report “Parliament in Times of War: the experience of Ukraine” was prepared based on the [results](#) of the study of the Verkhovna Rada of Ukraine activities for the period from February 2022 to June 30, 2023.

2 analytical points were prepared on the following topics:

“[Competitive selection of judges of the CCU: the advisory group of experts starts its work](#)” (on the competitive selection of judges of the CCU)

“[The Parliament’s Committee on law enforcement activities recommends adopting the government’s draft law No 10060 on the reform of the SAP](#)” (on clarifying the competitive principles for selecting the leadership of the SAP, among others)

A draft of White Book on the preparation and holding of post-war elections (Part 1) has been developed, which identifies key challenges and ways to address them in terms of establishing the impossibility of holding elections and referendums, election campaigns and their financing, as well as territorial organization of elections.



Quotes



Yuliia Kyrychenko

«In 2023, Ukraine’s fighting democracy survived and democratic institutions are functioning in accordance with the Constitution of Ukraine. It is impossible to hold democratic elections and referenda in accordance with the Constitution during martial law in Ukraine, so the next parliamentary and presidential elections have been postponed and will be held in our victorious year».



Iryna Shostak

«During the ongoing russian aggression against Ukraine, the Parliament not only continues its work, but is also improving and reforming by implementing the best international practices. The adoption of the Law of Ukraine “On Lawmaking” aimed at streamlining lawmaking, strengthening interaction between its participants in the process of drafting legal acts, controlling their implementation, and ensuring participation of civil society in lawmaking and the quality of Ukrainian legislation is a significant achievement on the way to improving the legislative process.

At the same time, the Law contains numerous provisions that have technical and legal flaws, so it cannot be a model for the entire future legislative process and needs to be improved».



Quotes



Anton Chyrkin

«During the martial law, the Ukrainian parliament of current convocation retains its powers regardless of the duration of martial law in Ukraine. This is due to the constitutional provisions and the principle of continuity of the Verkhovna Rada's powers as a representative and legislative body».



Andrii Mahera

«The electoral process is not a thing in itself, but a process that consists of procedures that serve the five constitutional principles of electoral law.

Martial law, which is inevitably accompanied by restrictions on certain constitutional rights and freedoms, cannot guarantee compliance with the constitutional, i.e. basic, universally recognized, fundamental principles of electoral law, in particular the principles of universal suffrage and free elections.

Elections and martial law are like two parallel lines that cannot intersect not only in space but also in time».



Governance: policymaking, accountability, civil service

Area lead:



Ihor Koliushko



Oleksandr Sayenko

Area experts:



Viktoriia Derets



Vikroriia Melnyk



Our goal –
Good governance

What we did

1. We analyzed draft laws on the functioning of the Government and central executive bodies, as well as on public service. We prepared 25 expert opinions and proposals to the draft laws and submitted them to the Verkhovna Rada's Committee on organization of state power, local self-government, regional development, and urban planning. This includes an opinion on the draft law "On amending the Law of Ukraine "On Civil Service" regarding the introduction of unified approaches to civil servants' remuneration based on the classification of positions" (Reg. № 8222 of November 23, 2022). Furthermore, a comparative analysis of the draft laws on amendments to the Law of Ukraine "On Civil Service", which were registered during the period of 9th session of the Verkhovna Rada of Ukraine, was prepared for the Committee on organization of state power, local self-government, regional development, and urban planning, with regard to the requirements for persons applying for civil service.

2. We were involved in the reform of local state administrations into prefecture-style bodies. In January 2023, the CPLR prepared an open statement on the introduction of prefects in Ukraine. We developed proposals to the draft law "On amending the Law of Ukraine "On Local State Administrations" and other legislative acts of Ukraine on reforming the territorial organization of executive power in Ukraine" (Reg. № 4298), which is being prepared for the 2nd reading.

3. We provided comments on issues of civil service to the EU delegation as part of its consultations with civil society for the purpose of preparing the European Commission's First Annual Report on Ukraine as an EU accession candidate.

4. Viktoriia Derets reviewed 35 advanced training programs for professional development of civil servants, through her role on the NACS Expert Advisory Council on approval of advanced training programs for civil servants, heads of local state administrations, their first deputies and deputies, local self- government officials, and local council members.

5. We were involved in reforming the service in local self-government bodies. We prepared proposals for the Verkhovna Rada's Committee on the organization of state power, local self-government, regional development, and urban planning to the draft law "On Service in Local Self-Government Bodies" (Reg. № 6504), which was adopted as a law on May 2, 2023. To raise awareness about this law, we provided an interview to the All-Ukrainian Initiative "Active Community" (Bohuslav) and published an article on the CPLR website on "What is new in the Law "On Service in Local Self-Government Bodies"". The NACS involved us in the preparation of regulations and methodological recommendations necessary to ensure the implementation of this Law.



6. We worked with the RANG Project and the heads of the Secretariats of Parliament and Government to initiate the creation of an Interagency Working Group to coordinate the reform of the Parliament and the Government. We developed proposals to strengthen the Cabinet of Minister Secretariat as the “centre of government”..

7. We participated in various public events, including:

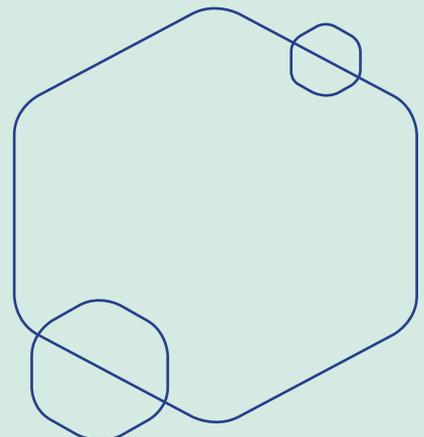
- in the roundtable on “Reform of the Civil Servants’ Remuneration System as a Component of Ukraine’s European Integration” organized by the Verkhovna Rada’s Committee on organization of state power, local self-government, regional development, and urban planning jointly with the Committee on budget and the NACS (February 13, 2023);
- in the final project presentation “Ukraine after the Victory: preparation and communication of reforms for the implementation of “Vision of Ukraine-2030” (March 9, 2023);
- in an online meeting organized by the NACS with Andrius Kubilius, Member of the European Parliament, Co-Chair of the EuroNest Parliamentary Assembly, twice Prime Minister of Lithuania, founder of the United for Ukraine global network, co-author of the Marshall Plan for Ukraine (March 17, 2023);
- in the online dialogue “Creating a common future: education and capacity building as the key to European Integration” organized by The Aspen Institute Kyiv, the Office of the Vice Prime Minister for European and Euro-Atlantic Integration of Ukraine, and the National Agency for Civil Service (April 20, 2023);
- in the roundtable organized by the Verkhovna Rada’s Committee on organization of state power, local self-government, regional development, and urban planning on “Positions of the SIGMA Programme Support for Improvement of Governance and Management and key Ukrainian stakeholders on the implementation of unified approaches to remuneration of civil servants through the prism of the draft law № 8222” (June 14, 2023);
- in the meeting of the Verkhovna Rada’s Committee on organization of state power, local self-government, regional development, and urban planning on the draft law “On Amendments to the Law of Ukraine “On Civil Service” for the implementation of unified approaches to remuneration of civil servants based on position classification” (Reg. № 8222) (June 22, 2023);
- in the discussion of the executive branch issues organized by CSO “Agency for Recovery and Development” with the support of the European Endowment for Democracy in partnership with the CPLR (August 17, 2023);
- in the annual Richelieu Forum of the Public Service “Institutional sustainability of public service in wartime” organized by the NACS (September 20-22, 2023);
- in the roundtable “Implementation of new legislation on service in local self-government bodies” organized by the NACS and the Verkhovna’s Rada Committee on organization of state power, local self-government, regional development, and urban planning (December 20, 2023)



What we achieved



We drew the attention of politicians, officials, experts, and foreign colleagues to the problems in reforming the territorial organization of power in Ukraine, the need to improve the organization and activities of the Government and central executive bodies, and the issues in the public service, as well as proposed ways to address them.





Quotes



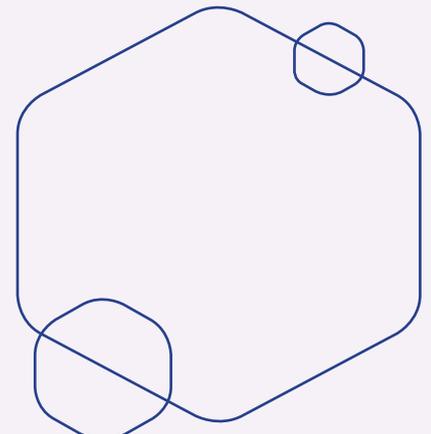
Ihor Koliushko

«In the context of Ukraine’s intensification of its movement towards membership in the European Union, public governance reform is becoming extremely relevant again. Without creating the capacity of ministries to make policy, without the ability of the “centre of government” to coordinate this reform and subordinate it to the strategic plan, and without a professional and stable civil service, we will not be able to join the EU. And even if we are accepted while ignoring the fact of unimplemented reforms, we will suffer there because of the lack of capacity to perform the functions of an EU member state».



Viktoriia Derets

«2023 was marked by active and fruitful cooperation with the National Agency of Ukraine on Civil Service. We look forward to ongoing constructive dialogue and continuation of the civil service reform with broad involvement of the expert community».





Governance: administrative procedure and administrative services

Area lead:



Viktor Tymoshchuk

Area expert:



Yevhen Shkolnyi



Our goal –
Good public administration

What we did

1. **Administrative procedure**

○ In the reporting year, the CPLR team focused its efforts on helping the state to fully prepare for the implementation of the Law of Ukraine “On Administrative Procedure” (hereinafter – the Law), which became effective on December 15, 2023. In particular, with the support of international projects and programs (such as EU4PAR, U-LEAD with Europe, etc.), CPLR experts were actively involved in conducting a large number of training seminars for administrative staff and for future trainers on the issues of the LAP, in addition to initiating and conducting five information sessions (online) on the basics and novelties of the LAP for local self-government officials and members of the public.

○ The CPLR experts also actively participated in bringing provisions of the current legislation in line with the LAP. In particular, our experts became members of the working (expert) group on the preparation of proposals for the implementation of the Law of Ukraine “On Administrative Procedure” established jointly by the Secretariat of the Cabinet of Ministers of Ukraine and the Ministry of Justice of Ukraine. Under this working group, the CPLR contributed to the development of the text of Draft Law No 10161, which provides for amendments to 122 legislative acts for harmonization of their content with the LAP. This draft law was adopted by the Verkhovna Rada of Ukraine as a basis on December 20, 2023. CPLR experts also advocated for inadmissibility of any new amendments to the LAP regarding exemptions from its application to certain areas of legal relations in the area of adoption of administrative acts.

○ The CPLR experts, together with the Ministry of Justice and members of the working group of the Government Secretariat, worked actively on the development of a new version of the Law of Ukraine “On Appeals” (since most of its subject matter was transferred into the LAP). According to CPLR experts, a high-quality and balanced version of this draft law is currently achieved.

○ We also worked with various central executive bodies to revise their legislation and bring it in line with the LAP (in particular, the Tax Code, the new version of the Code of Administrative Offenses, etc.).

2. Administrative services

○ In the area of administrative services, during the reporting year the CPLR continued to advocate for further decentralization of basic administrative services (in particular, civil registration and social services), reducing of barriers to their integration into CPASs, and providing regulation of payment for administrative services at the level of a single law.

○ An important achievement of 2023 was the creation of the informal association “Club of Active CPASs” with the assistance of the CPLR. It was composed of 14 heads of CPASs of small and medium-sized communities from different regions of Ukraine that have successful experience in integrating administrative services into their communities. The relevance of such an association is explained by the fact that CPASs of smaller communities have their own needs and problems that may not be typical for large CPASs, particularly those from regional centres.



○ A policy document “Problems of providing of administrative services by the Centres for provision of administrative services (CPASs) and proposed ways to address them” was developed jointly with members of the “Active CPASs Club” and sent to the competent state authorities. This document outlined the key issues of integrating basic services into the CPASs and the best ways to address them. Certain authorities (e.g., State Geological Cadastre, Pension Fund, Ministry of Justice) shared their responses to these proposals. In addition, five webinars were conducted for practitioners by practitioners on topical issues of administrative service delivery jointly with the Club members. In particular, webinars were held on best practices of engaging the RMAs/RSAs in the process of CPASs development and integration of services (with the participation of almost all RMAs/RSAs of Ukraine); practical experience in obtaining powers in the area of state registration of civil status acts of local self-government bodies (with the participation of relevant officials of the Ministry of Justice); provision of administrative services of social nature through the CPASs (with the participation of the leadership of the Ministry of Social

Policy and representatives of the Pension Fund of Ukraine); practical experience of working in the registry of damaged and destroyed property; and conducting tests for candidates for the position of state registrar of real estate rights (with the participation of relevant officials of the Ministry of Justice).

Thus, the work of the “Active CPASs Club” proved to be highly productive and effective. In particular, this initiative helped to simplify certain aspects of the integration of civil registry services into the CPASs, as well as to institute the testing of state registrars following prior training for candidates by the Ministry of Justice.



- Throughout the entire reporting year, the CPLR provided information support to the draft law “On Administrative Fee” (№ 4380). In particular, relevant articles were published in the media. CPLR experts constantly emphasized the need for this draft law at public events, individual meetings with responsible officials, as well as in social media and other communications. Unfortunately, in 2023, the Parliament failed to vote for this draft law even in the first reading. However, it was “transferred” to the Parliament’s specialized committee in charge of administrative services, and all members of this committee unanimously recommended it for adoption in the first reading. The CPLR will continue advocacy for this draft law in the future.





What we achieved



CPLR experts conducted a large number of training activities on the basics of the LAP as part of preparing for its implementation. The LAP entered into force without delay and significant exceptions.



The Scientific and Practical Commentary to the LAP was updated and published with the support of the ITA projects.



We participated in a large number of drafting activities aimed at harmonizing the current legislation with provisions of the LAP. In particular, this included the comprehensive draft law № 10161 (adopted in the first reading) and the new version of the draft Law "On Appeals"



An informal association, the Club of Active CPASSs, was formed, a comprehensive policy document on the integration of basic administrative services into CPASSs was developed based on its activities, and a wide range of practical webinars on to share experience were conducted.



The draft law "On Administrative Fee" (4380) was recommended by the Parliament's specialized committee for adoption in the first reading.



Quotes



Viktor Tymoshchuk

«It was an incredibly busy year. In cooperation with many partners and thanks to dozens of events, we managed to achieve a fairly high level of public authorities' and local self-governments' awareness of the Law "On Administrative Procedure", prepared dozens of trainers, information materials (particularly the Scientific and Practical Commentary to the LAP). The creation of the Club of Active CPASs and improvements in administrative services in the area of state registry of civil status acts, testing of state registrars were also inspiring»



Yevhen Shkolnyi

«In the area of public administration, this year has been a year of preparation for the high-quality and proper implementation of the Law of Ukraine "On Administrative Procedure", which became effective on December 15. The CPLR was actively involved in these processes. In particular, we held dozens of training events and information sessions for civil servants on the basics and novelties of the LAP, and participated in the development of amendments to the legislation to ensure full compliance with this Law. I am proud of the work we have done in 2023, but there is still a lot of work ahead for us, as the LAP has just started to be implemented».



Local self-governance and decentralization

Area lead:



Ihor Koliushko

Area experts:



Yanina Kaziuk



Vitalii Zahainyi



Oleksandr Bovsh



Vikrotiia Derets



Nazar Nehoda



Our goal –

Good governance on local and regional levels

What we did

1. During the reporting year, the CPLR experts worked on achieving the task of promoting local self-government reform in order to ensure sustainable development of territorial communities and compliance with the EU standards.

2. The following documents were prepared jointly with engaged scholars and experts from other organizations: draft Concept of the status of a community as a legal entity (jointly with A. Zayats and O. Boryslavska) and draft Concept on delineation and distribution of powers between local self-governments and executive authorities (jointly with Yu. Hanushchak and V. Kuybida). We also provided expert support for legislative initiatives and developed proposals and recommendations for the development of direct forms of democracy (jointly with O. Boyko).

3. Thus, in order to transfer (decentralize) powers from executive authorities to local self-governments, to delineate them on the principle of subsidiarity, and to create an adequate resource base for the implementation of these powers, the current state of delineation of powers between local self-governments at different levels of administrative and territorial structure, local self-governments, and local executive authorities was analyzed. In addition, more than 100 legal acts in 25 areas and scholarly literature were analyzed to identify contradictions, as well as duplication of powers of local self-government bodies at different administrative levels, local self-government bodies, and executive authorities that creates conflict of interest. Furthermore, a sociological survey was conducted with representatives of local self-government bodies.

Based on the work carried out, analytical materials were prepared and a Concept on delineation and distribution the powers between local self-governments and executive authorities was developed.

4. We analyzed the indicators of financial capacity of communities in accordance with the Methodological recommendations for assessing the level of financial capacity of territorial communities and prepared analytical materials (report) on the criteria of territorial communities' capacity, with conclusions and recommendations (in accordance with the Government's Methodology). Based on these findings, indicators for an improved methodology for assessing the territorial communities' capacity were developed.



5. The peculiarities of public administration in Donetsk and Luhansk regions were analyzed and recommendations for priority amendments to legislation and state policy measures on the organization of the system of public authorities in Donetsk and Luhansk regions were provided.

7. We participated in the study of the administrative and territorial structure of Donetsk and Luhansk regions and the development of proposals for its reconfiguration.

9. The draft laws that were under consideration by the relevant Parliamentary Committee and regarding which the CPLR experts prepared opinions were analyzed and discussed. Expert opinions were published on the CPLR website.

10. The following analytical, informational, and methodological materials were prepared and published:

- *The [Concept](#) of delineation and distribution of powers between local self-governments and executive authorities*
- *Draft Concept of the organization of public administration in the de-occupied territories of Donetsk and Luhansk regions after the termination or abolition of martial law*
- *Delineation and distribution of powers of local self-government bodies: [Interview](#) with authors of the draft Concept*

6. A study of the results of the 2020 administrative and territorial structure reform was conducted, in which the methodology for creating capable communities and new districts was analyzed, the actual results of the reform were assessed, and cases of non-compliance with the methodology were analyzed.

8. A systemic monitoring of the legislative process in the Parliament (in particular, the in the Parliament's Committee on organization of state power, local self-government, regional development, urban planning, Committee on Budget, and other Committees) and monitoring of the legal regulations adopted by the President, the Government, and the Ministry of Communities, Territories, and Infrastructure Development of Ukraine on the functioning and development of local self-government and the interests of territorial communities was conducted.

- *Delineation and distribution of powers of local self-government: About [the draft Concept](#)*
- *Development of criteria and methods for assessing the capacity of territorial communities ([analytical study](#))*
- *Methodological [recommendations](#) for assessing the level of financial capacity of territorial communities*

11. The following analytical reviews were prepared:

- *on main issues addressed by the adopted Law of Ukraine “On Amendments to the Tax Code of Ukraine and other legislative acts of Ukraine on the exemption from environmental tax, land fee, and real estate tax for destroyed or damaged real property (other than a land plot)” № 3050*
- *on additional powers of local authorities to administer local taxes and fees*
- *on peculiarities of public administration in the territories of Donetsk and Luhansk regions;*
- *administrative and territorial organization of Donetsk and Luhansk regions.*

12. Numerous analytical, informational, and methodological materials were also prepared and news articles were published in the media.

13. We participated in:

- *meetings of the Verkhovna Rada Committee on organization of state power, local self-government, regional development, and urban planning, as well as relevant subcommittees;*
- *educational study tour to Poland and Belgium (Warsaw and Brussels, July 3-7, 2023) and conducted analysis of materials received during the study tour;*
- *Congressional hearings, conferences, and roundtables on draft laws, concepts, and topical issues of local self-government and decentralization reform;*
- *meetings of working groups.*



14. In cooperation with the Office of the Congress of Local and Regional Authorities under the President of Ukraine, the roundtable on “Delineation and distribution of powers between local self-governments and executive authorities” was held. The roundtable was attended by the representatives of central executive bodies, MPs of Ukraine (including members of the specialized committee), Head of the Office of the Congress of Local and Regional Authorities under the President of Ukraine, representatives of the All-Ukrainian Association of local self-government bodies, representatives of local self-government bodies, experts, and academics.

15. We participated in the final CPLR Forum, during which the Concept of delineation and distribution of powers between local self-governments and executive authorities, the Methodology for assessing the capacity of territorial communities, and the draft Concept of the organization of public administration in the de-occupied territories of Donetsk and Luhansk regions after termination or abolition of martial law were presented.





What we achieved



The Concept of the local self-government reform based on “community as a legal entity” was prepared and presented for public discussion.



The Concept of delineation and distribution of powers between local self-governments and executive authorities was developed and presented.



The Concept of ensuring the continuity of exercise of power by a local self-government in order to guarantee the citizens’ rights was prepared and presented for public discussion.



Draft Concept of Safe Community was prepared.



Draft Concept of the organization of public administration in the deoccupied territories of Donetsk and Luhansk regions after termination or abolition of martial law was developed and presented.



Updated methodology for assessing the capacity of territorial communities was developed.



Action plan and draft regulations for the implementation of municipal statistics were developed.



A methodology for analyzing the administrative and territorial structure at the community and district levels was prepared.



A number of CPLR’s proposals to the draft law “On Service in Local Self-Government Bodies” (Reg. № 6504) were taken into account in the process of its development.



Numerous draft laws relating to administrative and territorial structure and local self-government, as well as budgetary and tax issues in terms of their impact on local self-government were analyzed, and expert assessments were provided to the specialized parliamentary committee and the ministry.



Quotes



Yanina Kaziuk

«The decentralization reform implemented in Ukraine is intended to expand the powers of local self-government bodies and provide them with adequate resources to improve the efficiency of public services delivery to community residents. However, these issues remain unregulated. We have proposed conceptual approaches to the delineation of powers between local self-governments and executive authorities, the implementation of which will eliminate duplication of powers, clearly delineate them both by type and between local self- government bodies of different administrative and territorial levels, and ensure that these powers are carried out with appropriate resources. We have also developed new approaches to assessing the capacity of territorial communities, particularly their financial capacity. Assuming availability of certain resource base, local self-government bodies will be able to ensure the quality of their own and delegated state powers».



Vitalii Zahainyi

«In 2023, special attention of the CPLR experts was paid to the issue of security at the level of territorial communities. During the year, the Safe Community Concept was prepared and presented at the CPLR and U-LEAD final conference held in November 2023. The main ideas of the Concept revolve around the introduction of the term and concept of security services, the criteria and indicators for determining the level of community security, as well as the main forms and tools for ensuring the appropriate level of community security. These developments will be included in new regulations aimed at governing the security of Ukrainian communities».

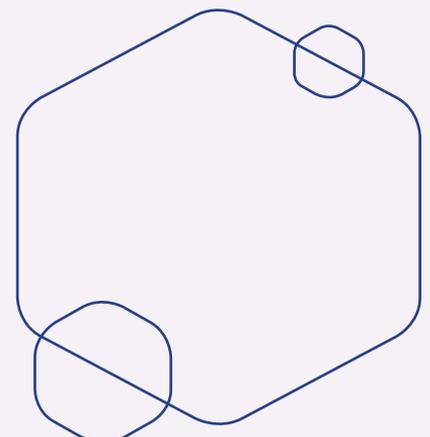


Quotes



Oleksandr Bovsh

«In 2023, once the contact line had stabilized, the need to formulate a conceptual vision of the organization of public administration in the territories of Donetsk and Luhansk regions after their de-occupation became obvious. To this end, CPLR experts have studied the peculiarities of public administration, as well as administrative and territorial structures in these regions starting from 2014. A draft Concept of the organization of public administration in the de-occupied territories of Donetsk and Luhansk regions after termination or abolition of martial law was presented, with consideration for a range of possible scenarios for the end of hostilities. The CPLR experts also shared priority recommendations for amendments to the legislation and state policy measures on the organization of the system of public authorities in Donetsk and Luhansk regions».





Judiciary

Area lead:



Roman Kuybida

*currently mobilized to the
Armed Forces of Ukraine*



Roman Smaliuk

acting lead

Area expert:



Tetiana Ruda



Our goal –
Fair courts

What we did

- 1.** We monitored legislative initiatives on justice for compliance with the Constitution of Ukraine, international standards, and Ukraine's European integration aspirations, and prepared expert opinions.
- 2.** Jointly with the Reanimation Package of Reforms Coalition, we held a series of discussions on the introduction of the classical jury model and the institution of magistrate courts in Ukraine.
- 3.** We were involved in monitoring the implementation of the European Commission's recommendations on Ukraine's EU candidacy, harmonization of Ukrainian legislation with the EU legislation, in particular in the context of Chapter 23 on the judiciary ([Candidate Check](#), [Euroscope](#) projects, [monitoring the implementation](#) of the Association Agreement with the EU), and supported the Ministry of Justice in conducting self-screening under this chapter.
- 4.** Jointly with experts in the area constitutionalism, we conducted a study of court practice in certain categories of cases involving local self-governments, analyzing more than 2,000 court cases.



What we achieved



Jointly with partners, we developed a comprehensive [Concept of Justice System Reform](#) as part of the “Ukraine after the Victory: Vision of Ukraine - 2030” project and presented it at public and expert discussions.



We prepared a monitoring report “[Local self-government through the prism of court practice \(2017-2023\)](#)”, which identified certain institutional problems in the activities of local governments and gaps in regulation, and provided recommendations for legislative amendments and the practice of applying the provisions of specialized legislation.



Quotes



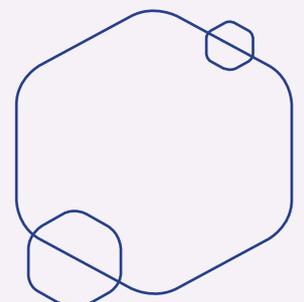
Roman Smaliuk

«2023 can be considered a landmark year for judicial reform. The restoration of authorized composition of the High Council of Justice, the formation of the High Qualification Commission of Judges of Ukraine on a quality, new competitive basis, the restoration of personnel procedures in the judicial system after several years of suspension, the continuation of Ukraine's European integration path - all these events will certainly determine further movement and direction of the judicial reform. However, this is only the beginning of a very long and difficult path, the success of which depends on the effective cooperation of society, government, and international partners».



Tetiana Ruda

«Ukraine has fulfilled the priority task in the area of judicial reform set by the European Commission as a mandatory requirement for retaining the status of an EU candidate: the HCJ has been unblocked, its disciplinary function has been restored (after a two-year break), and a new composition of the HQCJ has been appointed. For the first time, independent international experts were involved, with a decisive vote, in the formation of these bodies. Thus, we hope for a genuine reboot of the judiciary, which will be an important step towards the establishment of European standards of fair trial in Ukraine».





Criminal justice

Area lead:



Yevhen Krapyvin

Area expert:



Mykola Khavroniuk



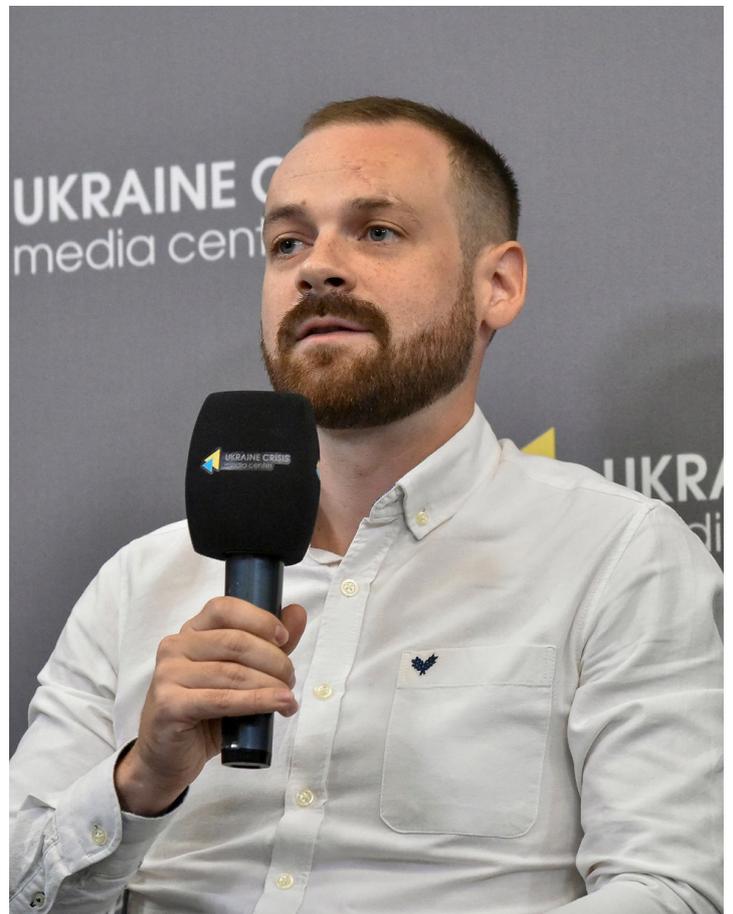
Our goal –

Protection from unlawful encroachments

What we did

1. We worked on developing a military justice system to restore justice for victims of international crimes and studied the issue of reforming the military justice system. We established cooperation with the Office of the Prosecutor General and the Ministry of Justice on these issues.

2. We assisted the Ministry of Justice in conducting a self-screening of the Ukrainian legal system's compliance with the European Union legislation – specifically, sections 23 (relating to prosecution) and 24 of the EU *acquis communautaire*.



3. We conducted monitoring of amendments to the criminal procedure legislation and, through various platforms (e.g., working groups, work with MPs, advising the authorities), submitted proposals for amendments to the CPC of Ukraine and other legislation in this area, as well as worked on the development of a draft new Criminal Code.

4. We worked on strengthening the institutional capacity of law enforcement agencies and prosecutors by researching the prospects for depoliticization, primarily in terms of introducing competitive principles for the appointment of their leadership and a professional removal procedure. We started preparing relevant proposals for amendments to the legislation.

5. We developed a comprehensive vision of transitional justice relating to law and order: prepared a vision of law and order within “Ukraine after the Victory” “Vision of Ukraine - 2030” document, developed the concept of “Safe Community”, submitted proposals to state policy documents on deoccupation, etc.





What we achieved



Permanent participation in the International Council of Experts, an advisory body to the Office of the Prosecutor General on the prosecution of international crimes and the development of the military justice system was ensured, as was active participation in the preparation of the [Strategic Plan](#) for the implementation of the prosecutors' powers in the area of prosecution of international crimes for the period 2023-2025.



With active participation of Mykola Khavroniuk and Yevhen Krapyvin as members of the Interagency Working Group at the Prosecutor General's Office, a [Comprehensive Strategic Plan](#) for reforming law enforcement as part of the security and defense sector of Ukraine for 2023-2027 was developed (approved by Presidential Decree № 273 of May 11, 2023), along with a draft Action Plan for its implementation.



Proposals were submitted, in particular through participation in working groups and consultations, to the State Anti-Corruption Program for 2023-2025; as well as to a number of legislative acts in the area of criminal procedure development (e.g., concerning the consideration of certain categories of cases by HACC judges individually, countering the abuse of procedural rights, improving the institution of plea bargains, abolishing the so-called Lozovyi amendments), analytical documents of the Prosecutor's Office and the Ministry of Internal Affairs of Ukraine in the area of military justice, and disciplinary and personnel issues of police activity.



A [White Book](#) on depoliticization of law enforcement and prosecution agencies: appointment/dismissal of leadership was prepared.



The study "Assessment of the state policy in the area of reforming the prosecutor's office of Ukraine in 2014-2023" was conducted and the draft Law of Ukraine "On amending the Law of Ukraine "On the Prosecutor's Office"" was prepared.



Quotes



Yevhen Krapyvin

«2023 was a year of planning and reimagining of law enforcement in the context of a full-scale war. An important step was the approval of the Comprehensive Strategic Plan for Law Enforcement Reform, a roadmap for future reforms towards European integration. At the same time, current challenges – the changing structure of crime, the issues of war and military justice, the fight against collaboration and treason – are highly crucial for law enforcement agencies. This year, many units were specialized and planning was adjusted to take into account the long-term relevance of these challenges. We, as a think tank, helped to form the legal framework for these processes and communicated our developments, experience, and opinions in the area of criminal justice to the country’s leadership».



Mykola Khavroniuk

«In 2023, the Working Group on the development of criminal law of the Commission on legal reform under the President of Ukraine, of which I am a member, completed the preparation of the draft of the new Criminal Code of Ukraine. We have moved to the stage of professional discussions and expert assessments. Preliminarily, the draft Code is expected to be submitted to the Verkhovna Rada of Ukraine in early 2025. In the event of its adoption, it will be necessary to develop and introduce comprehensive amendments to the Criminal Enforcement Code, the Criminal Procedure Code, and dozens of other laws».



Preventing corruption and criminal law

Area lead:



Mykola Khavroniuk

Area experts:



Olha Piskunova



Oleksandr Khan



Natalina Moskalets



Our goal –

Visible reduction in the corruption level

What we did

1. We conducted a study of the issues related to the state anti-oligarchic policy implementation, and examined legislative acts, drafts, and program documents aimed at reducing the influence of oligarchs on economic, political, and social life. We defined the concepts of an oligarch and de-oligarchization and described the causes and conditions of the emergence of oligarchs in Ukraine. Through our activity, we communicated with international experts and representatives of the Venice Commission, and studied the experience of other countries. This work found continuation in the preparation of the draft De-oligarchization Strategy, which is slated to be presented in 2024.

2. Starting from 2022, we provided expert and advocacy support for the development and approval of the State Anti-Corruption Program for the implementation of the Anti-Corruption Strategy for 2021-2025 (SAP), provided recommendations for improving its individual sections, and advocated for the importance and the necessity of this document for the functioning of the state in the context of war, taking into account the European integration course.

3. Following approval of the SAP, we joined the process of its implementation, providing expert and analytical support to the National Agency for Corruption Prevention. Jointly with expert in the criminal justice area Yevhen Krapyvin, we studied and summarized the court practice in cases involving corruption and corruption-related criminal offenses from 2022 (based on our own methodology) and contributed to the development of draft laws aimed at improving the work of the National Anti-Corruption Bureau of Ukraine, the Specialized Anti-Corruption Prosecutor's Office, and the High Anti-Corruption Court.

4. We studied the issues of preventing corruption in local self-governments, explained the basic concepts related to corruption prevention in an accessible form, and provided recommendations for the development of an effective anti-corruption policy to implement sustainable anti-corruption practices in the daily activities of local self-governments.

5. We studied the issues related to regulation of local council members' ethical conduct and developed relevant model rules.



6. Since August 2023, Olha Piskunova has been participating in the qualification assessment of judges as member of the Public Integrity Council, contributing to the cleansing of the judicial system and restoring trust in the judiciary. The qualification assessment of judges was suspended in 2019, but the continuation of this process is one of the requirements for Ukraine's accession to the European Union.

7. We launched the Chronicle of Anti-Corruption, which outlines the most significant and important events that occurred in Ukraine in the area of preventing and combating corruption, going back to when Ukraine achieved its Independence.





What we achieved



We prepared a White Book on Anti-Oligarchic Reform, which contains findings and recommendations for further implementation of the state anti-oligarchic policy, and discussed with government officials and international experts the problems of oligarchs' influence on economic life and politics in the context of war and post-war recovery of Ukraine.



On March 3, 2023, the Cabinet of Ministers of Ukraine approved the State Anti-Corruption Program for 2023-2025.



A methodology for analyzing judicial practice of prosecution for corruption and corruption-related criminal offenses was developed.



A report was prepared based on the results of the analysis of court practice of prosecution for corruption and corruption-related criminal offenses in 2022.



Draft laws relating to prevention of abuse of procedural rights in criminal proceedings and to hearing of cases by individual judges of the High Anti-Corruption Court were developed.



The Manual for corruption prevention in local self-government bodies were prepared.



A draft Model Code of ethical conduct for local council members was developed.



With the participation of the Centre of Policy and Legal Reform, the Public Integrity Council was formed and the qualification assessment of judges was restored.



A new monthly section dedicated to corruption around the world was launched on the website of the Centre of Policy and Legal Reform.



Quotes



Mykola Khavroniuk

«The fact that Ukraine scored 36 points in the annual Corruption Perceptions Index for 2023 and moved up a record 12 positions in the global ranking, from 116th to 104th place, should not give us sweet dreams. After all, we didn't even make it into the top 100, not to mention the top 20 corruption-free countries. Why? First of all, because efforts of the anti-corruption infrastructure alone cannot ensure integrity in all areas. Anti-corruption reform is complex and highly dependent on sectoral reforms - budget, tax, customs, land, anti-monopoly, military, political, judicial, etc. Now we need to not only ensure full implementation of the Anti-Corruption Strategy for 2021-2025, but also to start preparing the next Strategy».



Olha Piskunova

«The year 2023 can be called an eventful and successful one for anti-corruption. The State Anti-Corruption Program was adopted, the declaration of public officials and reporting by political parties on property, income, and finances was restored, the external audit of the NACP was completed, the media is increasingly reporting on high-profile corruption investigations, and the number of convictions by the High Anti-Corruption Court is growing. However, this means that there will be even more work and important tasks ahead for us, because corruption is like dust - if it is not regularly cleaned, its volume only grows and harms normal life».



Quotes



Oleksandr Khan

«The year 2023 showed a positive dynamics in the fight against corruption. Yet, it is manifested not in a decrease in the number of corruption or corruption-related criminal offenses, but rather in a tangible intensification of the work of anti-corruption institutions – and not only those of law enforcement orientation».



Natalina Moskalets

«Ukraine currently uses effective tools to prevent corruption, including in the work of public authorities. In particular, the institution of anti-corruption commissioners is functioning, without which it would be difficult to take effective measures to prevent corruption in relevant areas. Therefore, it is important to further strengthen the work of anti-corruption commissioners by providing them with proper safeguards and necessary tools for of their activities».



European integration

Area lead:



Viktoriia Melnyk

Area experts:

all CPLR experts



Our goal –

Ukraine's accession to the European Union

What we did

- 1.** We joined the preparation of digests aimed at informing international partners on the state of approximation of the Ukrainian legislation to the EU law as part of the fundamental reforms cluster.
- 2.** The development of an analytical study aimed at improving approaches to the establishment of target indicators (benchmarks) in the fundamental reforms cluster as part of the negotiation process on Ukraine's accession to the EU was started.
- 3.** CPLR became a partner in the independent monitoring of Ukraine's implementation of the European Commission's recommendations presented during the Candidate Check. Experts provided an assessment of the state of implementation of requirements related to the implementation of judicial and law enforcement reform.
- 4.** In cooperation with the National Interests Advocacy Network (ANTS), we held an event dedicated to the Government's institutional capacity to carry out the process of European integration. During the event, participants discussed the issues of public administration reform in the context of European integration, the creation of an effective system of directorates in ministries as the main driver of European integration, and internal and external communication on the European integration process. The general conclusions of the discussion are set to be presented to European partner.

5. In anticipation of the European Council meeting, the Centre's experts joined a delegation of civil society organizations that visited the legislative and executive authorities of France, Germany, Belgium, and Spain. The main subject for communication was the state of reforms implementation in Ukraine, a request for support for the early start of negotiations on Ukraine's accession to the EU, and a discussion of potential challenges in the negotiation process. The advocacy visits also included meetings with representatives of the European Commission and the European Parliament. The main subject of discussion was potential challenges to Ukraine's European integration, as well as proposals for improving the methodology of the negotiation process on fundamental reforms and the role of the Ukrainian civil society in these processes.

6. One of the main tasks in this area is also to deepen the Centre's cooperation with European think tanks in order to exchange experience and actively cooperate during the negotiation process on Ukraine's EU accession. In 2023, the Centre started establishing cooperation with think tanks from Germany, France, Belgium, and Spain.

7. Among the Centre's other tasks is to ensure wider coverage of our activities in European media and to inform European partners about the state of reforms and priorities in the context of European integration, in particular, in cooperation with French, Spanish, and other European media resources.



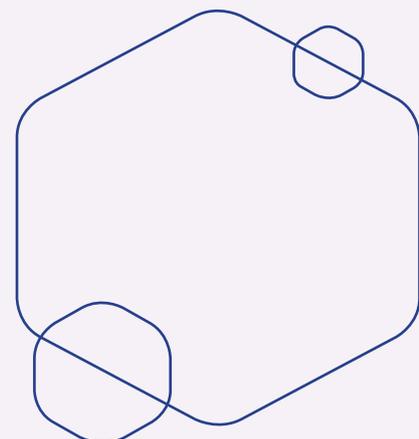


Quotes



Vikroriia Melnyk

«The year 2023 was marked by a number of key events related to Ukraine's European integration. Throughout the year, Ukraine actively worked on the implementation of seven recommendations of the European Commission, which led to the political decision to open accession negotiations in December. At the same time, important reforms were intensified, once again confirming the importance of the EU's transformative influence on these processes. However, this path was marked by a number of challenges and lessons that we must take into account before officially starting the negotiation process».



Vision of Ukraine – 2030

In 2023, the Centre continued to implement the project aimed at developing policy documents and draft laws for implementation of the vision document “Vision of Ukraine – 2030”, to be prepared jointly by a broad public coalition, as well as to promote and discuss the developed materials with civil society, the Ukrainian authorities, and partner countries.

Through the activities of six working groups, seven briefs were developed, which contained analysis of the state of affairs in each area, including an analysis of historical background, current issues, and impact of war on policy areas, as well as international standards. In addition, six concepts for reforms were developed in the following areas:

- *constitutional reform;*
- *parliamentary reform;*
- *governance reform;*
- *administrative services and their digitalization;*
- *justice system;*
- *law enforcement sector.*

Additionally, under two working groups, priority measures to be implemented at the beginning of reform were also prepared.

- *A database of materials was created to develop a concept for reforming regional system and policy.*

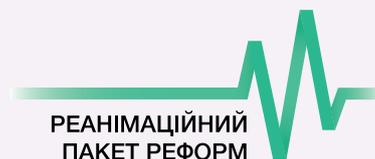
Priority measures were not developed in all working groups because their relevance was reviewed at the beginning of the activity and the following facts were established:

- *Such program documents were designed for use in case of a quick victory of Ukraine in the war. Thus, the relevance of these documents has been lost, as there are already developed reform concepts that should be applied.*
- *Not all areas can be reformed during martial law.*

Communication between the working groups was quite productive, despite external factors. The indicator for discussions, workshops, and presentations is achieved through online communication among working group members, mainly via written communication channels

Participation in coalitions of civil society organizations

REANIMATION PACKAGE OF REFORMS



Yuliia Kyrychenko

member of the Board of the Centre of Policy and Legal Reform also serves as co-chair of RPR Coalition Board (re-elected in 2023)

Publications on the RPR Coalition resource



«[Reform of the Specialized Anti-Corruption Prosecutor's Office: One step closer to European integration](#)»



«[Constitutional order in Ukraine and directions for its reform](#)»

Special media projects we implemented



«A condition for the country's survival!»

Why judicial and constitutional reforms are important for every Ukrainian



Lobbying in Ukraine

How to avoid destroying the public sector and fulfill the EU requirements



The Power of Communities

How decentralization paves our path to the EU

In partnership with the RPR Coalition, we held 4 discussions on judicial reform

During the year, we repeatedly touched upon the reform of Ukraine's judicial system. This reform is crucial for the level of public trust in the courts, increasing the impartiality of court decisions, and reducing the corruption risks. In May, jointly with the Coalition, we held three public discussions on [jury trials](#), [justices of peace](#), and [legal education](#) reform in general.

On September 12, the Coalition was involved in organizing a virtual roundtable "[Legal education reform: dialogue with civil society](#)". Representatives of the Presidential Office, ministries and relevant committees participated in the discussion.

4 public consultations on "White book of the legislative process"

The Centre of Policy and Legal Reform, the RPR Coalition, and the Active Community Club, in partnership with MPs representing the Parliament's Committee on Rules of Procedure, Deputy Ethics, and Organization of Work of the Verkhovna Rada of Ukraine, developed the [White Book of the legislative process](#).

The content of the White Book was discussed on July 2023 at a public consultation with MPs, representatives of the academic community from the UPLAN network, NGOs, lawyers, local authorities, and active citizens.

Experts joined 7 discussions of the European Commission's recommendations

In June 2022, the European Commission recommended to grant Ukraine the candidate status for membership in the European Union, conditioned on fulfillment of seven recommendations. Every citizen should contribute to the development of a democratic, European Ukraine. Therefore, the RPR Coalition, jointly with the "Active Community Club" and experts of the Centre of Policy and Legal Reform, held seven meetings to discuss all recommendations of the European Commission.

Citizens and experts discussed a large-scale analysis prepared in 2022:

- [selection of judges](#) to the Constitutional Court;
- [justice reform concept](#);
- [integrity checks](#) of candidates to the HCJ and HQCJ;
- [adoption](#) of the law on ethnic minorities;
- [fighting](#) money laundering and reforming the law enforcement sector;
- [introduction](#) of an anti-oligarchic law;
- [combating](#) corruption.

Presentation of democracy research

On June 23, the RPR Coalition and the Centre of Policy and Legal Reform and DRI Ukraine, jointly presented the results of the study "[Preserving and developing democracy in Ukraine: Parliament and other democratic institutions in wartime](#)". The event was dedicated to the Constitution Day of Ukraine and the Day of Parliamentarism.

Top-level officials and representatives of the expert community discussed the following:

- *How do democratic institutions and processes respond to full-scale war?*
- *What is the current state of democracy in Ukraine? Is it possible to implement democratic reforms during the war?*
- *How does the dialogue between the authorities, civil society organizations, and international partners contribute to the preservation of democracy during the war?*

Results of the study are available using the [following link](#).

VISION UKRAINE 2030 – 6 public discussions and 1 conference

Ukraine will most definitely win, after which it will be a matter of rebuilding and continuing reforms. With this idea in mind, more than 50 experts from all over Ukraine joined their efforts to develop a vision document "[Vision of Ukraine 2030](#)".

The Centre of Policy and Legal Reform has developed the concept of constitutional, parliamentary, and judicial reform.

On June 23, the Centre of Policy and Legal Reform joined the large-scale forum "[Vision of Ukraine: reform and recovery in social and humanitarian spheres in the perspective of 2030](#)", where 7 out of 9 reform areas were presented with the participation of experts from the RPR Coalition, the School of Political Analysis of the National University of Kyiv-Mohyla Academy, and representatives of the Ukrainian government.

Ukrainian public law and administration network UPLAN



The goal of the UPLAN Network (Ukrainian Public Law and Administration Network) is

to increase the capacity of regional CSOs to influence the state and local self-government in order speed up reforms in the course of Ukraine's European integration processes by expanding cooperation with national, regional, and local CSOs, as well as increasing the level of communication and interaction between local CSOs, civic initiatives, and civic activists.

In 2023, the Ukrainian Public Law and Administration Network (UPLAN) included 68 regional experts from Lviv, Ternopil, Kharkiv, Odesa, Zaporizhzhia, Dnipro, Lutsk, and Rivne, along with 10 partner organizations with which Memoranda of Cooperation were signed.

The Network's experts initiate changes in local policies and engage in the development and discussion of decisions at the local level to accelerate reforms; strengthen regional civic initiatives by providing mentoring and advisory support to regional CSOs; work to increase the number of people who understand the role of civic engagement in promoting democratic reforms through various training events; as well as conduct research, analyze policies, prepare legal regulations, and engage in advocacy for reforms in order to achieve the goals of institutional reforms.

The Network's experts continued to work in 7 areas:

- *Constitutionalism and democracy*
- *Organization of executive power and civil service reform*
- *Public administration activities*
- *Local self-government and regional development*
- *Judiciary*
- *Organization and activities of law enforcement agencies*
- *Combating corruption*

What we did

1. We held meetings of regional expert working groups under each area to discuss the issues that emerge in the regions and ways to address the.

3. We worked with CPLR experts as part of working groups. The experts of the Network joined the working groups of the project “Supporting the formation of state policy for the development of local self-government and territorial organization of power in Ukraine”, where they worked on studying community security issues, regional anti-corruption programs, and forms of local democracy, as well as organized trainings for local government officials on “Main features of the Law of Ukraine “On Administrative Procedure”” in Kharkiv and Lviv.

5. We introduced a monthly column “Socio-political situation in Slobozhanshchyna under martial law” at the Kharkiv Press Club.

7. We worked on specifying the mechanisms for engaging CSOs and communities in Ukraine’s recovery.

2. We prepared proposals for improving state policy and recommendations for the Government in the area of administrative services based on the results of a study of the impact of war on the provision of administrative services in the regions (in four cities of Ukraine).

4. We launched an information campaign “Reforms for the people” on the UPLAN Network Facebook [page](#), where we publish materials on a weekly basis that explain in simple terms the amendments and innovations that are being implemented at the state level and that affect each citizen every week.

6. To share our experience in preparing analytical materials, we conducted internship programs involving 9 students from Ukrainian universities.



What we achieved



We expanded the list of regions where the Network and its regional experts are present. In February 2023, the Network's representative office was established in Volyn.



Regional coordinators got engaged the preparation of monthly digests on key events in political and public life in their regions: Halychyna, Volyn, Slobozhanshchyna, Zaporizhzhia, and Black Sea region.



Information campaign "Reforms for the people" reached more than 53 thousand users in 8 months of its existence in 2023.



30 analytical articles and 36 expert blogs were published on the uplan.org.ua portal.



The uplan.org.ua portal was visited by 45 thousand users.



In October, the Youth analytical forum "[Youth in the future of Ukraine](#)" was held in Lviv in a hybrid (online and offline) format, which was attended by 184 participants from 23 regions.



14 regional and interregional online expert discussions were held involving 365 participants, in addition to 3 media events broadcast to 909 people.

The Network's experts were involved in advocacy and oversight, namely:

- discussion of the draft law "On citizens' appeals";
- discussion of the draft laws Nos. 7283, 6401, 6319, and 4254 on improving the forms of citizen participation and openness of local self-government, as well as involving residents in the restoration of their communities;
- development and implementation of action plan for the implementation of the National Strategy for Promoting the Development of Civil Society in Ukraine for 2021-2026;
- discussion of the draft law No. 7283 "On democracy at the local self-government level";
- submission of proposals to the draft Declaration of the EU-Ukraine Civil Society Platform in the area of Justice, Freedom, Security, and Human Rights (WG-2);
- to ensure Ukraine's interests and support at the international level, we became part of the Ukrainian delegation to the 15th Annual Assembly of the Eastern Partnership Forum in Stockholm.



Participation of the CPLR experts in advisory bodies and other professional and public organizations



Ihor Koliushko

continued to serve as member of the Coordination Council for Public Administration under the Cabinet of Ministers of Ukraine.



Viktor Tymoshchuk

continued to serve as member of the Board of the National Agency of Ukraine on Civil Service.



Viktoriia Derets

served as a member of:

- Expert Advisory Council of the NACS on approval of professional development programs for civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials, and local council members;
- Public Council at the National Agency of Ukraine on Civil Service.



Yanina Kaziuk

serves:

- a non-staff advisor to the Verkhovna Rada's Committee on organization of state power, local self-government, regional development, and urban planning;
- member of the working group at the Ministry of Finance on reforming the system of public financial management (local finance).



Olga Piskunova

was elected to the Public Integrity Council, which, in accordance with the Law of Ukraine "On judiciary and status of judges", assists the High Qualification Commission of Judges of Ukraine in determining whether a judge (or candidate for the judicial position) meets the criteria of professional ethics and integrity.



Yevhen Kravyin

continued to represent the Centre in the International Council of Experts on Crimes Committed in the Context of Armed Conflict under the Office of the Prosecutor General.



Publications

● ○ ○

[White Book on anti-oligarchic reform](#)

● ○ ○

[White Book on depoliticization of law enforcement agencies](#)

● ○ ○

[Local self-governance through the prism of judicial practice \(2017-2023\)](#)

● ○ ○

[Guide for IDPs: useful information](#)

● ○ ○

Assessment of state policy in the area of reforming the prosecutor's office of Ukraine during 2014-2023

● ○ ○

[Review of Ukraine's democratic institutions during the war](#)

● ○ ○

Analytical study "Procedure for consideration and adoption of European integration draft laws by the Verkhovna Rada of Ukraine"

● ○ ○

[Scientific and Practical Commentary to the Law of Ukraine "On Administrative Procedure"](#)

● ○ ○

Manual for civil servants "[The Law on Administrative Procedure: general transparent rules for interaction between the state and citizens and business](#)"

● ○ ○

[The role and functions of the centre of government in the European Neighbourhood Policy East region \(OECD publication translated into Ukrainian by the Centre of Policy and Legal Reform\)](#)

● ○ ○

[The Parliament in Wartime: the example of Ukraine. An empirical report](#)

● ○ ○

[White Book on the legislative process](#)



«Ukraine after the Victory: Preparing and Communicating Reforms for the Implementation of the «**Vision of Ukraine – 2030**»

Within the project following concepts were developed:



[Constitutional reform concept](#)
«Ukraine after the Victory “Vision of Ukraine – 2030”»



[Concept of Parliamentary Reform](#) «Ukraine after the Victory “Vision of Ukraine – 2030”»



[Draft Concept Governance Reform](#) «Ukraine after the Victory “Vision of Ukraine – 2030”»



[Strategy of reform Administrative services and their digitalization](#) «Ukraine after the Victory “Vision of Ukraine – 2030”»



[Concept of Justice System Reform](#) «Ukraine after the Victory “Vision of Ukraine – 2030”»



[Concept of reforming Law and Order](#) «Ukraine after the Victory “Vision of Ukraine – 2030”»

Communications

Communication managers



Ivan Holod

(mobilized to the Armed Forces of Ukraine)



Victoriia Novak



Olha Vynohradova



Natalia Holovata



Alina Shostak

In 2023, the Centre of Policy and Legal Reform expanded in terms of both its activity areas and number of experts and processes. Along with this, the Centre's communication capabilities also increased. In 2023, we achieved a fully staffed the communications team, allowing us to cover all areas of the CPLR's work.

This year, we significantly expanded our audience through regular, systemic postings on social media and development of existing communication channels. CPLR is not a traditional human rights defender organization and has its own peculiarities. Our website functions as a kind of a database of materials developed by the Centre's experts, in addition to highlighting the results of events in which they participate. The number of website views increased to 175.5 thousand in 2023, compared to 29 thousand in 2022. We also have a weekly newsletter, which informs our subscribers of the most important processes and events in the areas of constitutionalism, political parties, governance, judiciary, anti-corruption, and criminal justice. In 2023, the number of newsletter subscribers increased from 87 to 448. The average open rate of the newsletter is 31%.

On Facebook, we try to present research and expert analysis in a simple language, as well as to cover events (both those organized by the CPLR and those in which the Centre's experts are actively involved), interviews, and comments for the media provided by our experts. Each CPLR expert already has his or her own established reputable brand that we work with. On X (Twitter) and LinkedIn, we mainly communicate about the CPLR's English-language products and disseminate weekly political analyses.

In 2023, we introduced and developed new forms of content on Facebook and slightly changed the visual design of our posts. The total annual audience on Facebook reached almost 730 thousand, compared to 59 thousand in 2022. The number of readers increased by 1,400 people and reached 11 thousand.

This year, we started actively developing the CPLR's LinkedIn page, filling it mainly with English-language content prepared by experts and English version of the weekly political analyses. The number of our followers on LinkedIn increased from 46 to 516 in 2023.

,We upload videos from the Centre's events, as well as comments and interviews with experts provided to the media on our YouTube channel. During 2023, the number of users who subscribed to our channel grew to 400 people, and the total number of views by the end of 2023 increased to almost 80 thousand (18 thousand views in 2023).

On X (Twitter), we continue publishing our weekly political analyses and expert research in English. The number of followers increased to 600 during the year, and the annual reach was almost 2,000.

In 2023, we passed two communication audits performed by two independent organizations. Results of the first audit were delivered in the summer and were discussed at the Centre's communication strategy session. They indicated our strengths and weaknesses in communications and provided recommendations.

We followed them and significantly improved our audience engagement and communications performance by the end of 2023. Results of the second audit were presented at the end of the year and confirmed the positive development dynamics.

We continue to develop and improve our communications channels, taking into account each channel's audience. We also strengthen the organization's presence in the media to ensure even better communication around the Centre of Policy and Legal Reform's activities.

Financial indicators

Revenues. Projects and donors

Project	Donor	Beginning	Ending	Total 2023	Total 2023, EUR	Total 2023, USD
Core-Support to CSO Centre of Policy and Legal Reform	Pact	01.10.17	30.06.25	6 143 983	156 096	168 269
RADA Next Generation (RANG)	USAID/Internews	01.01.22	30.09.26	5 798 348	147 941	158 763
Ukraine after the victory: preparation and communication of reforms for the implementation of "Vision of Ukraine - 2030"	Foreign, Commonwealth and Development Office	01.08.22	15.03.23	313 880	8 056	8 583
Facilitating access to public services and improving their quality during the war in Ukraine	DT Institute	01.09.22	31.03.23	310 723	7 966	8 497
Supporting democracy strengthening in ukraine during and after the war	NDI (National Democratic Institute for International Affairs)	15.09.22	15.09.23	1 197 535	30 475	32 762
Promotion of democratic elections and referendum in the post-war period through the development of a common apolitical position of civil society	IFES	01.02.23	30.01.25	1 421 222	36 352	38 958
Supporting the Making of State Policy for Local Self-Governance Development and Territorial Organization of Power in Ukraine	GIZ	15.03.23	31.08.24	14 282 141	358 158	390 558
Supporting democracy strengthening in ukraine during and after the war. Phase II	NDI (National Democratic Institute for International Affairs)	15.10.23	15.10.24	294 338	7 664	8 123
Donations from individuals, domestic foundations and organizations	Donations from individuals, domestic foundations and organizations			171 544	4 370	4 700
Income from services provided to 3rd parties				1 239 146	31 335	33 942
Revenues total				31 172 861	788 414	853 156

Expenditures*

Expenditure category	Total, UAH
Remuneration (fees to CPLR experts and involved experts within the framework of projects)	21 316 558
Office, equipment and other expenses	1 221 867
Public events	7 201 307
Audit	150 000
Printing, layout, editing, design	118 222
Maintenance, finalization of the site, IT outsourcing	126 589
Social surveys	1 448 750
Translation	444 034
Dues	5 000
Banking services	41 448
Overall result	32 073 775

* The difference between the funding received (UAH 31,172,861) and expenditures (UAH 32,073,775) is due to the fact that part of the funds received from donors in 2022 for projects' implementation were spent in 2023

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