

7 April 2021

Committee of Experts on Public Administration

Twentieth session, 12-21 April 2021

Item 5 of the provisional agenda

**Strengthening the analytical basis for reform policies  
based on the principles of effective governance for  
sustainable development**

---

## **Implementation of principles of effective public administration in the countries of Eastern Europe and Central Asia**

This conference room paper was prepared by Committee member Henry T. Sardaryan in support of the Committee's deliberations on strengthening the analytical basis for reform policies based on the principles of effective governance for sustainable development.

### **Summary**

The Principles of Effective Governance for Sustainable Development, agreed at CEPA 17 and endorsed by the UN Economic and Social Council (ECOSOC) in July 2018, are intended to help interested countries to build, on a voluntary basis, effective, accountable and inclusive institutions at all levels, in the context of the 2030 Agenda for Sustainable Development. Developed by CEPA, the principles take into account different governance structures, national realities, capacities and levels of development, and respect national policies and priorities. They apply to all public institutions, including the administration of executive and legislative organs, the security and justice sectors, independent constitutional bodies and State corporations.

The principles are:

#### **Effectiveness**

1. competence;
2. sound policy making;
3. collaboration;

#### **Accountability**

4. integrity;

5. transparency;
6. independent oversight;

### **Inclusiveness**

7. leaving no one behind;
8. non-discrimination;
9. participation;
10. subsidiarity;
11. intergenerational equity.

In order to imply the above-mentioned principles, different countries may implement various number of measures. Each government functions in environment and conditions, which influence not only the process of decision-making, but planning and building strategy as well. Countries of the modern world may be united to reach the Sustainable Development Goals 2030, what the principles are originally designed for, however, the ways and mechanisms for doing that are going to be unique, depending on cultural, political, economic, social, geographical and many other features.

Territory of Eastern Europe and Central Asia, except the EU member countries, in this sense is unique. One may find several different civilizations, tens of nationalities, hundreds of ethnicities and thousands of peculiarities in state building. However, countries of the region are closely connected in many spheres, starting from productions chains and finishing with supranational integrational projects. Analysis of their public administration systems shows that many of the risks and obstacles they face have common ground, as all of the countries went through a complicated and difficult process of state building after the collapse of the USSR.

A short historical period of attempts to import a universal model, well designed and functioning in the European countries has then transformed into a process of building an own system, oriented at cultural and socio-economic peculiarities of the countries. In this sense, the region may be divided into several sub-regions, such as Eastern Europe, including Belarus, Moldova and Ukraine, South Caucasus, with Armenia, Azerbaijan and Georgia, Central Asia, including Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan, with Russia standing as a central country, connecting the sub-regions together and being a completely unique model of state.

Each of the countries requires a special attention and a separate analysis of the obstacles and perspectives they face. However, the common problems may be easier to overcome with common efforts and experience. With this aim, a group

of experts on Eastern European and Central Asian countries has prepared a report on implementation of the Principles of Effective Governance and key problems, the countries of the region have to solve.

In order to complete a detailed research on the implementation, obstacles and perspectives of Principles of Effective Governance in the countries of Eastern Europe and Central Asia, experts have covered key issues of the public administration functioning, which create a general image of the current state of governance, including legal framework, state programs, international cooperation and national indicators.

|                                  |     |
|----------------------------------|-----|
| Summary.....                     | 1   |
| THE REPUBLIC OF ARMENIA .....    | 5   |
| AZERBAIJAN .....                 | 42  |
| THE REPUBLIC OF BELARUS.....     | 63  |
| GEORGIA .....                    | 87  |
| THE REPUBLIC OF KAZAKHSTAN.....  | 112 |
| THE KYRGYZ REPUBLIC .....        | 152 |
| THE REPUBLIC OF MOLDOVA .....    | 167 |
| RUSSIAN FEDERATION.....          | 185 |
| THE REPUBLIC OF TAJIKISTAN ..... | 205 |
| THE REPUBLIC OF UZBEKISTAN.....  | 225 |
| THE UKRAINE .....                | 244 |
| Conclusion.....                  | 266 |

# THE REPUBLIC OF ARMENIA

**Author: Akop O. Torosyan**

Coordinator of Churkin Moscow International

Model United Nations

## **Sustainable Development Goals and Public Governance**

In September 2015, world leaders adopted an ambitious, 15-year blueprint for a better world. The goals are broad, universal and potentially transformative. They envision nothing less than saving our planet for future generations, ending extreme poverty and hunger, and creating a healthier, safer, more inclusive world. The success of these goals depends to a large extent on the coordination of implementation efforts through good public governance.

It should be noted that there are some issues concerning Public Administration in Armenia. The establishment of a liberal democracy and a market economy in Armenia required the drastic reconceptualization of the entire Public Administration system. A set of strategic reforms that revised the state's role, objectives and functions were required to meet the new challenges in securing economic growth, strengthening independent statehood, improving living standards and ensuring the security of the country. These reforms included streamlining existing Public Administration structures and adding new entities where appropriate, modernizing the civil service, utilizing its potential more effectively and optimizing the balance of centralized and decentralized government.

The development of a Public Administration system in Armenia, in conjunction with political and socio-economic reforms, necessitated the reconceptualization of the role of the state. Gradually, therefore, the state shifted from directly

influencing the Public Administration to a partner that regulates, stimulates, assists and sets “the rules of the game.” As a result, the following contemporary principles and approaches have been given greater attention: the decentralization of vertical structures of administration and the strengthening of horizontal connections; the delegation of more authority, functions and responsibilities to lower levels of government; the improvement of communication and information flow in all directions; emergency and crisis management; program-oriented management, prioritized to cope with contemporary problems (e.g., reconstruction of the earthquake zone, strengthening of border areas, protection of Lake Sevan, creation of market infrastructures and the development of small businesses); the streamlining and merging of Public Administration bodies to achieve maximum efficiency and effectiveness.

A number of steps aimed at developing a Public Administration system were taken during the first eight years of Armenia’s independence, and hundreds of laws and bylaws were introduced. It is, therefore, possible to analyze these measures and their impact to identify areas of the Public Administration system where further improvement is needed.

Armenia’s independence and the establishment of a market economy brought about the formation of a Public Administration system and heavily influenced the range of its activities through changes in the economic system. In turn, the strengthening of market relations in Armenia resulted from the creation of an adequate legislative base.

### **Legal Framework for the Transition to a Market Economy in Armenia**

The development of market activities in Armenia began with the introduction of an appropriate legal framework. The following laws were developed and implemented: the “Law on Private Property” (1990), the “Law on Peasant Farmers and Collective Farms” (1992), the “Law on the Privatization of

Enterprises and Unfinished Construction” (1992) and the “Law on Privatization of State Housing” (1993), among others.

As a result, a system of multiple-ownership developed, and enterprises with various legal statuses and structures were founded, ensuring the self-sustainability of economic units and establishing the preconditions for a market economy.

From 1991 to 1997, 6,356 small and 1,252 mid-sized and large enterprises were privatized. At present, over ninety-five percent of agricultural land and production capacities have been privatized. At the beginning of 1998, of 37,687 enterprises, Armenian state ownership comprised 7.7%, collective ownership was 59.3% and private ownership was 26.5%. The remainder of these enterprises were registered under mixed and foreign ownership.

When viewed by type of organization and legal status, state enterprises only comprised 4.6% of the total number of enterprises in 1998, evidence of the decrease in state ownership. In comparison, limited liability companies formed 35.2% of all enterprises, individual enterprises were 24.2% and 5.4% were joint-stock companies. In 1997, 83.8% (over seven hundred and fifty thousand) of state apartments of Armenia were privatized. At present, over seventy-five percent of Armenia’s gross domestic product is earned by the private sector.

The data presented above is indicative of the state of Armenia’s conversion to a market economy and the massive reforms currently underway. Naturally, these factors are reflected in the forms and methods of the state’s role in the economy. If the previous administrative-command system was characterized by centralization, a rigid hierarchy and limited independence of subordinate entities, in a market economy, economic factors play a greater role, competition is encouraged, several Public Administration functions are decentralized and the independence of enterprises is ensured. In particular, the participation of the

populace as the power holders in the Public Administration system is a major element of democracy.

According to current legislation, the Armenian population participated in the development of the Public Administration system directly through referendums (in 1991 and 1995); the elections of the president (in 1991, 1996 and 1998); the Supreme Council (1990); the National Assembly (1995); and local governance bodies (1996). Indirectly, the population participated in the Public Administration through representative bodies, opinion polls, etc. At the same time, the population delegated some powers to political parties, social organizations and movements that emerged in the last eight years. Furthermore, public participation in the administration is a form of freedom of speech, guaranteed by the constitution, and illustrates the freedom of the media and the multiplicity of opinions in the country.

The reorganization of the Public Administration led to the elimination of several tasks that were no longer necessary, while expanding and adding other duties. The following issues formed the basis of Public Administration reform efforts:

- the identification of the volume and types of activities of the Public Administration in relation to the current state of political and economic development;
- the election of adequate bodies of public administration;
- the distribution of administrative functions between various Public Administration bodies in order to avoid both duplication and “vacuums” wherein certain tasks are not covered by any administrative division.

These three areas present complex challenges for Armenia and, therefore, priorities needed to be defined. The priorities were undoubtedly the reform of the Public Administration in terms of the transformation of functions inherited from the former system to contemporary needs and the creation of mechanisms of executing these new functions.

**Table 1: Bodies Reforming and Implementing Public Administration Tasks**

| <b>Public Administration Functions</b> | <b>Bodies Performing Functions</b>                       |  |
|--|--|--|
|  | <b>Previous System</b>                                   | <b>Current System</b>  |
| <b>Limited Functions</b>               |  |  |
| Planning                               | State Planning Committee (GOSPLAN)                       | Ministry of Finance and the Economy (strategic planning), economic entities (current planning) |
| Price Control                          | State Price Committee                                    | Ministry of Finance and the Economy, Energy Committee  |
| <b>Expanded Functions</b>              |  | <b>Commercial</b>  |
| Monetary Relations                     | Office of the USSR State Bank in Armenia and other banks | Central Bank of Armenia, Commercial Banks  |
| International Economic Relations       | GOSPLAN  | Ministries of Finance and the Economy, Foreign Affairs and Industry and Trade                  |
| <b>Discontinued Functions</b>          |  |  |
| Socialist Competition                  | Republican Council of Trade Unions                       | —  |
| Public Supervision                     | State Committee for Public Supervision                   | —  |

|                                    |                                      |   |
|------------------------------------|--------------------------------------|---|
| Provision of Production Means      | State Committee for Production Means | —   |
| <b>New Functions</b>               |                                      |   |
| Privatisation & Denationalisation  | —                                    | Ministry of Privatisation   |
| Public Employment                  | —                                    | Ministry of Social Security   |
| Crisis Management                  | —                                    | State Department for Crisis Situations                                  |
| State Territorial Administration   | —                                    | Ministry of Territorial Administration and “Marzpetarans”               |
| Local Self-Governance              | —                                    | Mayors’ offices, village governance bodies, community governance bodies |
| Creation of Market Infrastructures | —                                    | Ministry of Finance and the Economy and other ministries                |

The new role and responsibilities of the Public Administration required new mechanisms of effective functioning, as well as new legal and organizational approaches. In particular, the Public Administration was at least partially responsible for the creation of favorable conditions for market competition, the implementation of anti-trust policies and for the management of the civil service.

The extent of the participation of any given body in the complex system of Public Administration is also very important. Public administration

organizations in Armenia, according to the nature of their functions, are divided into the following groups:

central authorities (the government of Armenia);

functional administrative bodies;

sectoral administrative bodies;

territorial administrative bodies.

The role of *functional administrative bodies* was expanded during the early years of independence to include general competence in all areas of the economy, including planning, management, coordination, registration and supervision. Reforms have been introduced to improve administrative structures and to avoid duplication, including the merger of the Ministries of Finance and Economy; Internal Affairs and National Security; the State Department of Refugee Issues and the Ministries of Labour and Social Security. In addition, the Department of Statistics, State Registry and Analysis was upgraded to a ministry.

### **Functional Ministries in Armenia**

At present, the functional administration in Armenia consists of the following bodies: the ministries of finance and the economy; social security; statistics, state registry and analysis; privatization; justice; foreign affairs; the environment; internal affairs and national security; and defense. The Minister of Structural Reforms and the Minister of Government Personnel and Current Issues may also be included in this category.

Some proposed mergers were not justified adequately or accepted by the public, e.g., the merger of the ministries of internal affairs and national security. The final evaluation of these mergers and their necessity are pending.

### **Sectoral Public Administration**

The reorganization of the sectoral Public Administration in Armenia was based on the privatization of state enterprises in various sectors of the economy, radical structural reforms and the creation of enterprises in various legal-organizational forms. As a result of these measures, nineteen ministries and agencies were abolished between 1990 and 1998.

### **Sectoral Ministries in Armenia**

In the present structure of the government, the sectoral administration consists of the following ministries: agriculture; energy; education and science; health, culture, youth affairs and sports; transportation; post and communication and urban development.

In the agricultural sector, three hundred and twenty-one thousand personal farms and two hundred and seventy-three collective farms replaced eight hundred collectives. In addition, economic organizations were granted the right to independent economic activity.

The means and methods of exercising power in the sectoral administration also changed – sectoral ministries ceased directly influencing the manufacturing and agricultural sectors and assumed a new role appropriate to contemporary needs, including:

- developing and implementing sectoral development strategies;
- ensuring legal regulation of economic activities;
- implementing foreign economic policy;
- encouraging investment;
- creating a competitive environment in the given sector.

Nevertheless, economic entities, especially those in the agricultural sector, still need state assistance.

## **Steps Planned in the Agricultural Sector**

Considering the weak state of development of the agricultural sector as a result of unbalanced privatization activities, state policy should be directed toward effectively utilizing existing resources. The government currently plans to provide state assistance in the following areas:

importing material and technical means to improve agriculture (seeds, fertilizers, fuel);

providing or facilitating loans to enhance the effectiveness of farming;

establishing an agricultural insurance system;

forming a land market and creating market infrastructures;

increasing the effectiveness of irrigation systems.

Consequently, sectoral ministries have shifted from exclusively sectoral functions to sectoral-functional approaches, but the organizational structures are static and respond to these changes very slowly. This can be seen from the present structures of a number of sectoral ministries, where the apparatus is inflated and functions are often duplicated by several departments and, in some cases, by other ministries

In the search for solutions to these weaknesses, the Armenian government developed a program to improve the management of state enterprises. The plan calls for the creation of industrial unions, which will improve the organizational structure of the Ministry of Industry and Trade to a certain extent. Opportunities for structural changes in other sectoral ministries are plentiful:

Public Administration reforms in the physical infrastructure sectors (energy, transport, communication) have progressed slowly because of their specificity, and they generally are characterized by monopolies, with the exception of ARMENTEL. In addition, some enterprises of limited strategic significance have not been privatized. Given the importance of these sectors to the country,

a state in transition must take direct responsibility for the rehabilitation and development of corresponding infrastructures.

The transition to a market economy also affected the social sector (health, education, science, culture), where changes directly influenced the interests of the vast majority of the population. Reforms in these sectors have aroused mixed feelings among the population.

Health care reforms are carried out through balancing centralized and decentralized functions. The centralized functions, handled by the Ministry of Health, include: the formation of state health care policy, setting state standards, the supervision and licensing of medical and pharmaceutical activities and collecting data. For these purposes, a Licensing Centre, an Agency for Medical and Pharmaceutical Technologies and an Information Analysis Centre were created within the ministry. The State Health Care Agency was created within the government to implement and supervise state-financed health care.

The decentralization of the health care system included delegating certain functions to lower-level self-governance bodies, including the right to conduct economic activities in health care and services. Despite initial reforms, this sector is nevertheless one of the most inflated and unproductive. In fact, the state has not succeeded in reconciling its responsibilities with the capacities of the budget. Future reforms must be directed towards improving the management system and forming an effective state financial and insurance system.

The major issues in Public Administration reform in education and science include: radically reforming the formation and scope of state orders for state-financed higher education; defining general state criteria for licensing private higher education institutions; improving thematic state financing for the sciences on a competitive basis; encouraging private financing of the sciences; and improving the management and financing mechanisms of public schools.

The adoption of the “Law on Education” and the “Law on Science” is essential for the successful resolution of the problems mentioned above.

One noticeable tendency is that – with the development of a market economy – a gradual reduction in the authority of sectoral administrative bodies (primarily in the manufacturing sector, followed by manufacturing and social infrastructures) will take place.

### **State Territorial Administration and Local Self-Government**

The current territorial administration in Armenia is based on the new territorial-administrative division of the country, consisting of ten *Marzes* (administrative regions), as opposed to the previous thirty-seven administrative regions, and Yerevan, which was also granted Marz status. State administration is implemented through the Marzes.

The 1996 elections of local self-government in urban and rural communities identified nine hundred and thirty-one communities with local self-governance. They received the right to resolve issues of local importance (formerly the state’s responsibility) and to provide the populace with opportunities to participate in local decision-making. The development of territorial administration and local self-governance laid the foundation for the democratization of the state, the decentralization of the administration and community self-governance.

The territorial system of administration is still developing. Among the essential steps recently taken was the creation of a legal framework, including a number of laws and regulations that were adopted on the basis of the constitution (see *Box 5*).

### **Measures on Establishing Local Self-Government**

The following laws and regulations were adopted to facilitate the development of local self-government: laws on “Local Self-Governance,” “Elections of Local Self-Government Bodies,” “Administrative-Territorial Divisions;”

presidential decrees on “Public Administration in Marzes” and “Public Administration in Yerevan;” and a number of government resolutions.

The economic basis of local self-governance (i.e., community property) was legally established by the state government, and the organizational structures of *Marzpetarans* and other community governance bodies were defined. In addition, communities were provided with their own budgetary revenue sources. Nevertheless, the effectiveness of local self-government depends on additional legal, regulatory and organizational measures being developed by the Local Self-Governance Committee of the Office of the President.

Although state territorial administration and local self-governance systems became operational only recently, some areas for improvement are evident already. For example, these systems could be improved if the administration was decentralized through a more effective distribution of functions among central, Marz and local self-governance bodies, particularly by increasing the already existing (voluntary and delegated) authority of local self-government. Examples include delegating social, health care (especially primary health care facilities) and education (schools, in particular) jurisdiction to communities. The mayor’s office in Sisian is a solid example of how redistributing tasks would be beneficial as the current staff of fourteen would hardly be able to deal with new functions.

### **Training Local Self-Government Staff**

From 1996 the International City Management Association (ICMA) and the Armenian School of Public Administration (ASPA) have collaborated on a training and technical assistance program directed towards fiscal self-governance reforms in order to enhance the qualifications of local self-governance bodies.

Deputy heads and leading financial specialists from the Yerevan, Vanadzor, Sevan, Ashtarak, Jermuk, Abovian and Sisian mayors’ offices participated in

the first stage of the program. The seven-month program involved seminars and studies of the experience of Romania and Hungary in municipal management. At the end of the program in October 1997, participants devised annual community budgets and three-year financial plans to be implemented in each community. In-depth training on local budgets and finances will be offered for participants of the first part of the program in the near future. Deputy heads and heads of financial sections of two additional Yerevan communities and six mayors' offices have been selected for the second stage of the training. The sixteen communities participating in the first and second stages of the program will serve as models for other communities in developing economic and financial training.

### **Modernising the Civil Service**

Armenia has limited experience with the civil service. During the First Republic (1918-1920), basic steps towards forming a civil service system were taken, but in 1920 the Soviet system took root, some elements of which are still present. After the break-up of the Soviet Union, the Newly Independent States (NIS) attached great importance to the civil service and adopted related laws. In Armenia, however, the steps necessary for the development of a civil service system were not initiated, and the importance of civil service institutions largely were ignored, even in the constitution. The absence of social-legal civil service institutions in the Public Administration had a number of negative consequences, including:

- instability in state organizations and their frequent restructuring;
- arbitrariness in recruitment, promotion, grading and displacement, and an inflated state apparatus;
- high staff turnover, ranging from twenty to forty percent per year in some ministries;
- inadequate professionalism and qualifications among civil servants;

a lack of respect for a significant portion of state institutions as well corruption in some of them.

The solutions to these problems largely depend on the state. Although the initial features of a legal framework for the civil service were outlined in 1994, focused activities in the field have been executed only in the last several years. In 1997, the “Concept of the Civil Service” was developed, which became the basis for drafting the law on “Civil Service” in 1998 (*Civil Servant News*, N. 1, 1998). Currently, this law is being discussed and revised.

At present, Armenia must utilize the opportunities provided by the so-called “Late Economic Development Effect” and the experience of other countries to avoid their mistakes and develop a more effective civil service system. In most European countries, civil service includes various subsystems: state, state service, territorial state service and health care, which are regulated by different laws and are assisted by various training institutions. Compared to the American model, where trained civil servants enter the system on a general basis, and the European system, where the state issues orders for training civil servants and employs them in corresponding positions, the European model is more suitable for Armenia. Consequently, Armenia should incorporate contemporary European experience in consideration of the state, social, national and other specific features of the country. It is vital to mention a number of important principles for civil servants:

independence from changes in political leadership;

stability of employment;

legal, economic, and social security;

merit-based promotions, based on competition, classification, qualification, grades, training, and the enhancement of qualifications;

ensuring appropriate education, management skills, and ethical attitudes through training and professional development.

A professional and capable staff can be cultivated only through following these principles, and the civil service will be based on abilities and qualifications as reflected in the classification system set by the state. The government envisions four categories (A, B, C, D) and twelve classes of civil servants.

International experience shows that a civil service without an appropriate training system is ineffective. To this end, a system for enhancing the qualifications of personnel through training must be part of the framework of civil service policy. Currently, between one thousand eight hundred and two thousand employees in the executive branch require training each year, while only twenty-five percent of them actually participate in some form of instruction.

The effectiveness of the civil service can also be increased by a complete and accurate personnel database. Unfortunately, this database is currently poor in terms of its statistical value, which renders the evaluation of the quantity and quality of potential civil servants very difficult. As a result, it is not only necessary to collect data on the number of current and potential civil servants, as is current practice, but also social-demographic (sex, age, family situation) and status-qualification (education, specialization, work experience, qualification grade) data. To partially fill the gap in statistical information, the Armenian School of Public Administration conducted several surveys on the various attributes of civil servants and provided an analysis.

The ASPA surveys were aimed at registering state employees by their social-demographic (sex, age) and status-qualification (education, specialization, work experience) characteristics. Two typical state governance bodies, ministries and Marzpetarans, were included in the study. The results show that 88.4% of ministerial employees and 84.2% of Marzpetaran employees hold a higher education degree. In ministries, the average age of employees is between twenty-six and thirty-five years, and in Marzpetarans the range is from thirty-

six to fifty. The ratio of male to female employees in ministries is sixty/forty and, in Marzpetarans, seventy/thirty. In ministries, 65.6% have more than fifteen years of work experience, whereas in Marzpetarans the figure is eighty-three percent.

Sociological analysis was conducted through questionnaires in 1998 and, according to this research project, a negative opinion about state personnel prevails at present. According to eighty percent of experts, the civil service system is far from optimal and needs development. Analysts attribute the current condition of the civil service to structural instability, its frequent reorganization (seventy-two percent of respondents), staff turnover (forty-two percent), the legal-regulatory framework of the civil service (sixty percent) and the absence of a flexible and fair salary system. The salary of civil servants neither corresponds to the volume and intensity of their work nor the level of their personal responsibility. Twenty-five percent of civil servants receive a salary that is not even enough for survival, and many live on additional income from their families or from secondary employment.

In order of importance, the majority of experts cited the adoption of the law on civil service (eighty-five percent) and the introduction of a flexible and fair salary system (seventy-eight percent) as primary concerns. Other important factors included enhancing the professionalism and discipline of employees. According to this evaluation, only one out of five higher officials are qualified for their current position by their educational level, and one in four did not have any supervisory work experience prior to being appointed.

These issues can be regulated by a special administrative body with inter-sectoral jurisdiction within the office of the president or prime minister. Competition, qualifications, and classifications must be implemented and dispute resolution committees must be created in the central civil service management. These committees should regulate and provide methodical assistance and leadership to all interested agencies, including the Armenian

School of Public Administration (ASPA), currently the only institution training civil servants.

ASPA was established in May 1994, by decree of the Armenian government and with the technical assistance of the TACIS program, as a national centre for training and re-training civil servants. In this regard, it was the first in the Commonwealth of Independent States. Several European features are evident in ASPA's programs, including:

a focus on training universal civil servants (generalists) with multiple professions;

the fact that the training follows the completion of a higher education degree program;

a competitive admissions programme;

training is organized through state orders, and the graduates acquiring the civil service qualification are guaranteed to have jobs in the state service.

From 1995 to 1998, ASPA had one hundred and sixty internal and seventy external students. During this period, over one thousand six hundred and fifty civil servants from ministries, municipalities, departments and regional centers were trained to increase their qualifications. From 1995 to 1997, the school organized training and re-training programs for civil servants in cooperation with the TACIS program. At present the school, in cooperation with ICMA, trains specialists in self-governing local units. In the social sphere, ASPA cooperates with the SPRITE program of the World Bank's Economic Development Institute (see *Box 8*) and is a member of NISPAcee.

### **Cooperation Program for Training Social Sector Employees**

In 1996, the "Social Policy Reforms in Transition Economies" (SPRITE) program was introduced in eleven CIS countries and Mongolia by the World Bank's Economic Development Institute. Armenia joined the program in 1997 on the basis of a memorandum signed between the Economic Development

Institute and the Armenian School of Public Administration. SPRITE's objective is to provide assistance for social reforms, to create effective social security systems and to implement these reforms through personnel training, including:

- seminars for high-ranking officials;
- training for trainers;
- seminar series for officials at various levels of the administration.

In 1997 and 1998, the following seminars were organized for high-ranking officials: "Issues of Pension Reform in Armenia" (1997, 1998), "Social Reforms in Armenia" (1998) and "Issues of Health Care Reform in Armenia" (1998). The results were an evaluation and analysis of social reforms in Armenia, the identification of weaknesses and the development of mechanisms for improving these areas of the public administration. Armenian lecturers have been trained in Israel, Ukraine, Russia and Austria. In addition, the SPRITE program will offer seminars on education and employment reform. Seminars on pension and health care reforms for other levels of administration will also continue.

In the field of state service, ASPA provides advisory services and conducts research. By strengthening the state service system, the role of the school and its functions undoubtedly will become better defined. Thus, the establishment of the civil service, as one of the most important institutions in the system of Public Administration reform in Armenia, is a major priority.

An effective solution to this complex problem can be identified provided the political, economic, legal, social-psychological and organizational factors influencing the system are taken into account and adequately utilized.

## **Organizational Public Administration Reforms and Enhancing their Effectiveness**

Armenia inherited a broad Public Administration network from the communist system, consisting of forty-four ministries and agencies, which was reduced significantly to twenty-one by 1998. However, the reorganization of these ministries was not accompanied by a corresponding decrease in the number of employees or expenditures. In fact, the opposite occurred, which can be ascribed to the fact that many state institutions did not have efficient structures, new state institutions such as the presidential staff were created, and the structures of the old institutions were strengthened.

Any policy aimed at reducing state expenditures and increasing the effectiveness of administrative activities must start with rationalizing administrative structures, especially those of the executive power. To this end, the government's functions and its relationship with the president and other branches of power must be further elaborated. At present, the position of the deputy prime minister does not exist in Armenia, which negatively affects the implementation and quality of the government's resolutions. In addition, currently Public Administration reforms are not coordinated by any government structure. These issues might be placed under the responsibility of the Minister of Economic and Structural Reforms, appointed by presidential decree, or a central civil service management office, which will be created once the law on "State Civil Employment" is adopted. For this purpose, flexible and dynamic committees and councils might be created. The adoption of the law on the "Government of the Republic of Armenia" will contribute to solving these problems.

The effectiveness of the Public Administration often depends on the rational, optimal and flexible features of other administrative bodies (ministries, agencies, Marzpetarans, communities), implying that it is necessary to establish their by-laws and administrative structures.

In particular, it is necessary to improve the academic level of the School of Public Administration, including expanding research in philosophy, politics,

jurisprudence, economics, public administration, sociology, psychology and other spheres. Considering the fact that the system of Public Administration is new in Armenia, and the fact that an academic base is vital for efficient governance, it is necessary to undertake the following steps:

develop a program of high priority research and organize tenders for projects under the guidance of the Ministry of Education and Science;

provide resources to finance Public Administration research to the Ministry of Education and Science and the Ministry of Finance and Economy.

Legislative acts and norms should include both adopting the law on “State Civil Service” and other laws and bylaws on state civil service, including presidential decrees, government decisions and other regulatory documents of ministries and departments. The law on “State Civil Service” is the first and basic bylaw affecting public administration, and only after its adoption can the larger activities of the Institute of State Civil Service begin. Therefore, continued delays in developing and adopting the law are not justifiable.

Undoubtedly, the state civil service can work only under specific bylaws. There is a need for the creation of a national state civil service body, the development of a registry of state positions and their requirements, the adoption of state civil service testing, orders approving state civil service qualification degrees, the regulation of social security for the state civil service, and orders for training and re-training the state civil service.

As a result of Armenia’s recent independence and the introduction of a market economy, the Public Administration system has formed and is functioning. At present, mechanisms for the improving the system’s effectiveness are being developed, and as administration is a dynamic phenomenon, political and economic developments in the country will lead to changes not only in Public Administration reform policy but also in its institutional structures.

The Republic of Armenia has been firmly committed to the implementation of the “Agenda 2030” for sustainable development.

Beginning with 2015 the established Intergovernmental Council has actively worked on creating the necessary infrastructure for the implementation of SDGs as a matter of institutional and systemic approach towards the SDGs policy.

The renewed Intergovernmental Council for SDG headed by Deputy Prime Minister has been recently established with broader representation and mandate to coordinate and monitor the SDG implementation and nationalization processes. This is an inclusive and collaborative endeavor between the Government and wider participatory networks, including civil society, academia, the UN country team, etc. that correspond to the “whole-of-government” and “whole-of-society” approach.

## **NATIONAL OWNERSHIP**

The Government of Armenia is in the process of incorporating the 2030 Agenda into the national reform agenda and strategies. Currently the Government is developing the “Armenia Transformation Strategy 2050” which includes 16 megagoals with their own targets, indicators, tasks and solutions. The Strategy is considered as a framework of implementation of the SDGs and the megagoals mainly correspond with them.

## **SUCCESSFUL PATH FOR DEVELOPMENT**

Armenia was named “Country of the year 2018” by “The Economist” indicating the country's remarkable improvement in 2018. That was a year of fundamental democratic transformation manifested by the peaceful Velvet Revolution, which has demonstrated the considerably high degree of political maturity and legal literacy of the Armenian public.

Since 2018, the Government has been implementing a wide range of reforms to ensure full and unimpeded realization of civil and political rights, including rule of law, independent judiciary, campaign against corruption and strengthening

the democratic institutions, which has widely contributed to the successful implementation of especially SDG16. This progress has been asserted also by reports of reputable international organizations, such as Freedom House, Gallup Institute, etc.

Armenian democratic transition has been manifested by “Democratic Index 2019” (Economist Intelligence Unit). Armenia managed to show the notable improvement and made substantial steps towards democracy upgrading its position by 17 points (ranking 86th) despite the fall in average global score of democratic index.

Another important achievement was the considerable improvement of the position of Armenia in the Corruption Perception Index conducted by Transparency International. Armenia has progressed by 28 points (ranking 77th), which became possible due to the high political will and the elimination of “systemic corruption”.

The Government has launched nationwide economic reforms targeting specifically on modernizing Armenia’s economy with particular emphasis on advancing high tech industry, developing the innovation ecosystem.

In 2019 the GDP growth rate in Armenia was 7.6 % which was the highest among the Eurasian Economic Union member states, neighboring countries and the European countries. The poverty rate continued to decline reaching 23.5% in comparison with 29.8% in 2015. The extreme poverty rate decline has been diminished twice since 2015 reaching 1%. The Government aims to eliminate the extreme poverty until 2023.

Underlining “leaving no one behind” principle the Government initiated a number of reforms targeting vulnerable groups, gender inequality reduction, accessibility and quality of health services, like adopted law on tobacco-control, launched air ambulance services for health emergencies, accessible education, like transition to universal inclusive general education until 2023, revision of state educational standards, fostering labor-market oriented skills.

## **OVERCOMING CHALLENGES**

There are still gaps in the process of SDG implementation. The efforts need to be doubled to overcome the general challenges revealed during the review process, such as:

- legislation concerning equality,
- mitigation and adaptation to climate change,
- energy diversification and sustainable use of natural resources,
- judicial reform.

## **COVID-19**

The continued spread of COVID-19 pandemic is expected to considerably weaken the progress of the implementation of SDGs in many countries, including in Armenia. The Government undertakes substantial measures to contain the spread of COVID-19 and to ensure the proper functioning and preparedness of health system. To mitigate the foreseen socio-economic slowdown, the Government initiated an assistance package amounted \$300 million (2% of GDP), including:

- direct grants to SMEs and micro-entrepreneurs,
- state-sponsored targeted loans,
- compensation for utility payments,
- financial support to vulnerable groups,
- tuition fee support.

The spread of COVID-19 has also negatively influenced the VNR preparation process with cancellation of planned meetings, workshops, replacing them with online tools.

## **Armenia's Transformation Strategy 2020-2050**

The approach of Armenia's transformation strategy differs from the logic of all previous long-term strategies in that it implies not only the approaches and actions of the Government but involves also the private sector, civil society and all Armenian people, every person including the Diaspora. The strategy is

expected to be a living document comprising the responses to challenges of the time.

Actions of the strategy are mostly reflected as mega goals that include the ambitious agenda of the SDGs,

Mega goals 2030

Mega goal 1

Educated and capable nation and citizen

SDG

Mega goal 2

Protected Armenia

Mega goal 3

Efficient and accountable public governance

SDG

Mega goal 4

Healthy and secure nation and citizen

Mega goal 5

Prosperous family with many children

Mega goal 6

Armenia governed by rule of law and will be based on three interrelated elements of sustainable development: economic growth, social cohesion and protection of the environment. Like the SDGs, the mega goals also rely on each other and should be implemented based on a holistic approach. This is an unprecedented initiative, and its approaches have been approved by the civil society, business community, advisers and other stakeholders, and are regularly being discussed in various formats.

Back in 2015, a Council on the Sustainable Development Goals was established; vested with advisory functions, the Council aimed to ensure the decision-making and broad public participation in the national development programs and issues for 17 SDGs included in the 2030 Agenda. In 2020, the

Prime Minister's decision approved the new composition and rules of procedure of the Council, as well as the order of organization of competition for involvement and rotation of non-governmental organizations (NGOs) in the Council. This aimed to concentrate the Council's functions on SDGs and enhance the strategic planning processes, as well as involve NGOs in the Council through competition and rotation. The objectives of the Council are to define the priorities and trends for nationalization of the United Nations Sustainable Development Goals in the Republic of Armenia, specify them in the national strategic programs and ensure the coordination and monitoring of the complex SDG implementation until 2030.

### **Fight against corruption, human rights protection and justice (Peace)**

The non-violent, "Velvet" people's revolution and the subsequent pursuit of justice, rule of law and fight against corruption put Armenia's democratic image in the focus of the international mass media; in some international rating agencies the country's ranking was improved and in some cases even reached a leading position.

Armenia registered significant progress in the Democracy Index 2019, Corruption Perceptions Index 2020. Constant improvement of the democratic institutes, free exercise of human rights, and improvement of the living standards of the population in the given period have always been in the key focus of the Government's activities. The Government has adopted strategic planning processes with regard to the Public Administration system, human rights protection, judicial and legal reforms, fight against corruption, reform of the penitentiary sphere, which will serve as a basis for implementation of medium-term reforms.

However, the country still has much to do with regard to institutional mechanisms of legal equality, ensuring gender equality, protection of human rights, guarantees for full integration of people with disabilities into social life,

the issue of their employment, judicial and police reforms, and Public Administration reform implementation.

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Access to justice, protection of human rights

A major task faced by a democratic and lawful state is to guarantee, provide and protect the rule of law, rights and freedoms of persons and citizens, and enforce the democratic institutions.

Over the past two years, the RA Government took considerable actions towards implementation of these goals.

In particular, the protection of human rights is the goal for Armenia the accomplishment of which should call for joint efforts of all public governance bodies. In this regard, strategic planning and envisioning of specific actions are crucial for the establishment of rights-based policy.

The Government formed in 2018 declared the development and implementation of institutional and coordinated policy for provision and protection of human rights as its key priority. In this context, in December 2019 the RA Government approved the National Strategy for Human Rights Protection and the Action Plan for 2020-2022. It addresses the following directions of human rights protection: right to life, prohibition of torture, right to a fair trial, freedom of assembly and information, right to health, provision of protection of rights of women and children, ban on discrimination, protection of children's rights.

In this context, the following directions of the Action Plan can be singled out:

1. provision of institutional mechanisms of legal equality and protection of rights;

2. prevention of gender-based violence and effective protection of the rights of victims, education on human rights;

3. efficient mechanisms for protection of rights of people with disabilities, beneficiaries of closed and semi-closed institutions, as well as children without parental care; focusing on both the judicial and legal sector and the urgency of comprehensive anti-corruption changes.

In this context, the RA Government approved in October 2019 the Strategy for Judicial and Legal Reforms and the Action Plan for 2019-2023. A separate action plan was envisaged for introduction and development of justice tools.

Primary directions of the Strategy include the following:

4. establishment and development of available juvenile justice systems, with creation of united statistical system for registration and record of their cases;

5. introduction of efficient and adequate mechanisms for protection of rights from hate speech in compliance with the international criteria.

Following the Velvet Revolution, the RA Government set a primary goal of reforming the justice system,

#### Combating corruption

The RA Government has defined the following fundamental milestones of its activities: more targeted and institutional fight against corruption, public denouncement of corruption and building a society without corruption. In October 2019, the Government approved the anti-corruption reform programme and the action plan for 2019-2022.

The anti-corruption strategy aims to create and improve efficient and feasible frameworks for integrity, transparency, participation within the Public Administration system, establish universal rules for combating corruption in the public governance system, as well as introduce the institutional model of tackling corruption.

In addition to strategic approaches, it should be emphasized that Armenia has improved its rating in the Corruption Perceptions Index, ranking 77th in 2019 instead of the 105th in 2018. 90 per cent of people in Armenia believe

corruption is a serious problem, says the survey carried out by Transparency International Anti-Corruption Center among 1500 respondents in October-December 2019.

Also, according to the analysis based on the data of the Department for Combating Corruption Crimes of the RA Prosecutor General's Office, the proceedings on corruption cases filed to RA authorized bodies have increased by 95 or 4,7% in 2019 compared to 2018. The total number of such cases made 2083, while the number of criminal cases decreased by the same 4,7% or 70 totaling 1399. During the reported period, corruption and other criminal proceedings are initiated against former presidents, ministers, deputy ministers and other high-ranking officials. The principle of justice and equality before the law also touched some officials of the current Govern-

1. reinforce the independence, integrity and accountability of the justice system;
2. through efficient use of electronic toolset, reduce the time for trial and cut judicial expenses;
3. improve and expand the accessibility of public services and public awareness in the sphere of justice, as well as the delivery of services meeting the needs of people.

### **Effective, accountable and inclusive institutions**

With regard to creation of efficient, accountable and inclusive institutes on all levels, the Baseline Measurement Report by SIGMA, a prominent public administration expert initiative covering the 2018-2019 Public Administration reforms conducted should be mentioned. The report analyzed the six key areas of Public Administration in the Republic of Armenia (the strategic framework of Public Administration reform; policy development and co-ordination; public service and human resource management; accountability; service delivery; and public financial management). The paper highlighted the progress and identified the drawbacks. Based on this analysis, the strategy of Public

Administration reforms was developed to address the identified shortcomings and ensure better efficiency of the Public Administration system.

Within the SDG 16 implementation toolset, the Open Government Partnership initiative needs to be pointed out. Its 4th Action Plan was launched in 2018 to ensure open, inclusive, accountable and participatory governance and provide mutual trust between the government and the citizens. The 4th Action Plan comprises 11 commitments selected through open competition, 7 of which are citizen proposals. The Action Plan aims to eliminate inequality and corruption, return the property and financial resources taken away from the state and establish reforms based on accountable, transparent, participatory principles. This project featured the process of identifying the beneficial owners, and Armenia joined the Beneficial Ownership Leadership Group.

Armenia is engaged in active cooperation with international structures in order to achieve implementation of the sustainable development goals (EU, World Bank, European Investment Bank, European Bank for Reconstruction and Development, Asian Development Bank), and tries to boost the efforts of the civil society and private sector aimed at implementation of the sustainable development goals.

Though Armenia regularly enjoys international financial assistance to implement the SDGs, the VNR 2018 report states the low level of FDI (Foreign Direct Investment) in Armenia, naming it a challenge, despite great progress towards economic liberalization. The progress was mentioned in the UNCTAD World Investment Report 2019 where FDI increased in Armenia in 2018 totaling 254 million USD which is more than in 2017. The FDI rate is extremely important in terms of overcoming poverty, creation of jobs, and ensuring sustainable economic growth.

**Strengthen the means of implementation and revitalize the global partnership for sustainable development**

Guided by the 17th SDG of 2030 Agenda, Armenia develops and deepens its cooperation framework with international organizations and agencies, directing joint efforts towards accomplishments of all SDG targets.

### **Cooperation with United Nations**

The leading partner for SDG nationalization and localization is UN with its different agencies (UNDP, UNFPA, UNHCR, UNICEF, UNIDO, UNWFP, etc.) and the Development assistance framework (DAF). The DAF 2016-2020 covers the following areas:

1. Equitable, sustainable economic development and poverty reduction (SDG 1, SDG 2, SDG 4, SDG 6, SDG 8, SDG 9, SDG 11),
2. Democratic governance (SDG 16),
3. Social services and inclusion (SDG 1, SDG 2, SDG 3, SDG 4, SDG 5, SDG 9, SDG 10),
4. Environmental sustainability and resilience-building (SDG 7, SDG 12, SDG 13, SDG 15).

It is worth to mention that currently there is an ongoing process of designing the new DAF for 2021- 2025, which will unite the UN agencies 'role and involvement on SDG cooperation with the Government of Armenia.

### **Armenia-EU Comprehensive and Enhanced Partnership Agreement**

Sustainable development is fundamental for the Armenia-EU Comprehensive and Enhanced Partnership Agreement (CEPA) signed between the European Union and the Republic of Armenia in 2017. This is first of all reflected in the approximation of various sectoral instructions and regulations:

- More jobs. Application of the agreement will facilitate the creation of more jobs due to the improvement of investment climate, better opportunities for entrepreneurship, and development of clean, alternative sources of energy, thus promoting sustainable and predictable business environment in

- compliance with the EU and international criteria and enhancing the trade of products and services. Creation of more jobs is linked to SDG 7, SDG 8, SDG 9, SDG 10, SDG 11 and SDG 12; also, it is related to the achievement of SDGs 1, 2, 6 and 13 addressing a number of social and environmental issues;
- Fairer rules. Implementation of the agreement will directly benefit the citizens, including through introduction of fairer rules, in particular, in the area of competition and public procurement. Rules without bias, dishonesty or injustice will be introduced; the right to intellectual property will be better protected, which is also covered by targets of SDGs 3, 9, 16 and 17.1;
  - Better value for money. Application of the agreement also addresses the establishment of more transparent procedures of public procurement, resulting in non-discriminatory procedures for tenders and public subsidies (SDGs 10, 16, 12.7, 12.c). Access to more affordable energy will be ensured due to economic liberalization and provision of larger competition in the area of electric power (SDG 7). The reduction of unnecessary barriers will offer the consumers wider choice of products and lower prices (SDGs 2, 10, 12);
  - Increased protection and security. Combating organized crime and terrorism which is listed under the political dialogue component envisaged by CEPA is closely linked to SDGs 4.7, 5.2, 16.1, 16.4, 16.a, while provision of nuclear security relates to SDGs 11, 12.4 and 12.5. Provision of consumers' protection through improved quality of production and system standards is closely related to SDGs 3.9, 6.1, 6.2, 7.1, 11, 12.4 and 12.5. Better migration management and enhanced and facilitated mobility of population is also important concerning SDG 10.7, which envisages cooperation on migration management, including visa policy, border management, as well as migration information systems and asylum issues;
  - Cleaner environment. The agreement will help remove obstacles to trade concerning goods and services of particular relevance for climate change mitigation (sustainable renewable energy and energy-efficient products), to

enhance a sustainable use of natural resources and the conservation of biodiversity. This is essential with regard to SDG 2030 Agenda and particularly SDGs 6, 12, 13, 14 and 15;

- Better education and research opportunities. Improved quality of education and expansion of research opportunities are directly linked to the SDG 2030 Agenda and particularly SDGs 3.b, 4, 7.a, 9.5, 9.b, 14.a and 17;
- Strengthened democracy and human rights. Some of CEPA obligations refer to strengthening of democracy, equal justice, establishment of impartial, accountable and inclusive institute on all levels, which are the bases of the SDG 16.

### **Innovative Solutions for SDG Implementation in Armenia**

The SDG challenges facing Armenia are complex and intertwined, and therefore call for new approaches, new methodologies and possibly new types of institutions to provide “out of the box” solutions.

Innovative Solutions for SDG Implementation in Armenia project is funded by the Russian Federation and implemented by Armenia National SDG Innovation Lab, in close partnership with the Government of Armenia during 2018-2020. Armenia National SDG Innovation Lab was launched in November 2017, in a room full of policy-makers and development practitioners in the Armenian capital of Yerevan. It was for the first time that the state in cooperation with the United Nations created an innovation platform to support the SDGs implementation at country level and test the SDGs country support platform model foreseen by UNDP’s new Strategic Plan 2018-2021 (see the SDG Lab website- <http://sdginnovationlab.am/>).

The objective of the project is to bring experimentation and evidence into policy-making to build a more sustainable growth path of Armenia and beyond. The project budget is \$1,022,960 out of which \$ 1 mln is acquired from Russian Federation and 22,960\$ from Government of Sweden.

At the heart of the Lab lies its methodology, which is mainly focused on **data innovation** and **behavioral insights**.

### **Data innovation**

The Lab works on two main areas of data and statistics: utilization of Big Data sources for evidence-based policy-making, and the development of a real-time platform for measuring and visualizing implementation of the Sustainable Development Goals in Armenia.

### **Behavioral insights**

One of the key methodologies of the Armenia National SDG Lab integrates findings from psychology, sociology, law and neuroscience into economics to generate insights about the behavior of individuals and the choices they make. Behavioral Science can provide policymakers with the structured analytical framework to experiment and assess the effectiveness of policy options, which is critical to applying evidence-based policy-making.

To instill “culture of experimentation” in public services and build a sustainable development path in Armenia, the Lab integrates and applies the following

#### **Service Lines:**

**Public Policy Innovation** - focuses on the most critical sectors of public policy and administration, through research and development of recommendations to the Government of Armenia.

**Capacity Building** - service line focuses on the development innovation capacity in the Lab’s most advanced public policy tools such as behavioral science and data analytics among partner institutions. Its aim is to create a network of SDG Champions, spread across sectors, to be leading advocates of the Agenda 2030. This service line of the Lab is interwoven with all the rest, as it learns from them, while at the same time supports them by forming in-country capacity to build upon and guarantee the sustainability of the adopted approaches.

**Innovative Financing Tools** service line is responsible for introducing non-traditional financing mechanisms to gradually shift from funding to financing for development. This will include identifying areas and sectors where new sources of financing are needed, designing and testing new instruments capable of engaging public and private capital in the drive to meet the SDGs; and providing policy and regulatory recommendations to facilitate the implementation of such instruments.

**Expected outcomes:**

Within the framework of **Behavioral experimentations** output, it is expected to implement several projects, including an experiment in Preventive Healthcare which will increase the cervical cancer screening take-up rates among women and an experiment which will help to increase tax compliance through participatory budgeting.

It is expected to create several tools and carry out experiments within the **Data Analytics** output. One of the key projects is the creation of an AI-powered tool, which will help to listen closely to the tourist and based on their sentiments create a more tourist-centered policy. Other expected projects include supporting RA National Tax Service with tax evasion detection and development of a real-time platform for measuring and visualizing implementation of the Sustainable Development Goals in Armenia.

**Capacity building** activities envisage capacity building pilot programs on behavioral Experimentation and Data Analytics for SDG Champion Institutions after their needs 'assessment. Simultaneously, the core Lab team will develop its internal capacity based on Lab's methodologies.

**Some results so far**

With several projects already in the pipeline and many more at concept stage ready to be implemented, below is a sneak peek of some of the current projects of the Lab:

- Travelinsights.ai: a web-based sentiment analysis platform to inform policy makers on tourist sentiments (online travel blogs, social media) about the Republic of Armenia. By shedding light on the sources of tourist satisfaction and dissatisfaction, the tool aims to support the development of the tourism sector in Armenia;
- Boosting preventive healthcare culture: Using low-cost behavioral interventions that increase the take-up rate for cervical cancer screening programs among women in the Republic of Armenia;
- “Armenia-EU CEPA and Georgia-AA: Commitments and Reforms in the Context of the Sustainable Development Goals (SDG)” report which is mapping Armenia’s and Georgia’s reform priorities regarding EU approximation and the SDGs Partnerships.

The platform approach that we have adopted calls for strong and strategic partnerships both internationally and locally to drive the achievement of SDGs. We have already partnered with renown organizations such as the Behavioural Insights team, UN Global Pulse, and Unleash.

On the local level we are working with AGBU, Dasaran, and Kolba Lab. We are working closely with UNDP’s ImpactAIM Venture Accelerator, serving as an implementation platform for the Lab and designing tailor made social enterprise incubation and acceleration programs based on the priority SDG challenges as identified by the Lab. The Lab in its turn provides a policy interface to address challenges in the Armenian impact investment ecosystem. We are closely collaborating with several academic institutions such as the American University of Armenia, Skolkovo School of Management and Higher School of Economics Moscow.

### **Public Administration and the Sustainable Development Goals**

Public Administration features more prominently in the SDGs than in the Millennium Development Goals (MDG). First, having a proper Public Administration system is now a standalone development objective. Second,

public governance systems are now explicitly mandated to contribute to the realization of SDGs through policy instruments. Finally, the remaining SDGs are embedded and framed in public governance, and their realization will strongly depend on it. The formulation of the SDGs may refer to different levels of commitment, but still: Public Administration is everywhere in the SDGs. The first section elaborates on these three roles of Public Administration in the 2030 agenda. This prominence of Public Administration in the SDGs is a positive development. As professional community, it now has the duty to take over these important responsibilities.

### **The Role of Public Administration in the Sustainable Development Goals**

The SDGs focused on essential human needs: nutrition, sanitation, health, basic education, poverty alleviation. Development is however much broader than that. It certainly encompasses the need to security, citizenship, and basic rights of human beings too. The 16th SDG recognizes that. First, targets 16.1, 16.2, 16.4 and 16.a put a great deal of emphasis on the monopoly of violence governments are entrusted with: ensure the safety of citizens and prevent violence by other groups. It sets, second, basic rights of citizens: enjoying a legal identity (16.9), participating to decision-making (16.7), accessing to justice (16.3). Finally, it establishes some principles of good administration: promoting the rule of law (16.3), protecting fundamental freedoms (16.10), corruption-fighting (16.5), non-discrimination (16.b), access to information (16.10), and effectiveness, accountability and transparency of public administrations (16.6).

Other SDG targets directly relate to the policy instruments of Public Administration: women's participation to political decision-making (5.5), sustainable public procurement practices (12.7), policy coordination and coherence (17.13 and 17.14), and public-private partnerships (17.17).

## **Policy Instruments of Public Administration**

The SDGs are much more specific than the MDGs in terms of the policy instruments that public governance should be mobilize. A first responsibility of public governance relates to the provision of developmental goods and public services, notably: social protection systems (1.3), housing and basic services (11.1 and 1.4), public transport (11.2), municipal waste management (11.6), domestic work (5.4). Second, Public Administration is called upon to adopt policies, strategies or measures to achieve certain SDGs: poverty eradication policies (1.b), gender equality and empowerment policies and laws (5.c), access to water and sanitation (6), access to energy (7), economic policies aiming at supporting productive activities, job creation, entrepreneurship, creativity, and innovation (8.3), social protection policies (10.4), regulation of financial markets and institutions (10.5), migration policies (10.7), inclusion and integration policies (11.b), regulation of fishing practices (14.4), measures against degradation of natural habitats (15.5), against poaching and trafficking of protected species (15.7), and against the introduction of invasive alien species (15.8). Third, Public Administration has the duty to refrain, to eradicate or interrupt certain policies or behaviors: eliminate agricultural export subsidies (2.b), prevent and treat substance abuse (3.5), eliminate discriminatory laws, practices and policies (10.3), rationalize fossil-fuel subsidies (12.c), or prohibit certain fisheries subsidies (14.6). Fourth, public governance systems have to mobilize resources to achieve certain SDGs: for poverty alleviation (1.b), for rural infrastructure (2.a), for health (3.b), for scholarships available to developing countries (4.b), for R&D in general (9.5) and in the agricultural sector (2.a), to help developing countries combating climate change and its impacts (13.a), to protect biodiversity (15.a), to finance developing countries (17.2 and 17.3) and make their long-term debt sustainable (17.4). Finally, the Public Administration contributions also extend to international circles: ensuring the representation of developing countries in international financial institutions (10.6), providing a global support to efforts to combat poaching and

trafficking of protected species (15.c), promoting a universal, rules-based, open, non-discriminatory and equitable multilateral trading system (17.10).

## AZERBAIJAN

**Authors: Ruslan A. Aliev**

Head of the Department of Integrated International Ecological Problems and Wildlife Management at MGIMO University

**Natalia E. Ryazanova**

Head of the Laboratory at the Department of Integrated International Ecological Problems and Wildlife Management at MGIMO University

**Maria V. Utkina**

Lecturer at MGIMO-University

The Republic of Azerbaijan is showing encouraging results in achieving the Sustainable Development Goals. The dialogue between the government, business and civil society, as well as the scientific foundations for integrating the ideology of the Sustainable Development Goals into the system of public and municipal administration, make a significant contribution to the impressive performance. All SDG principles provide a systematic update of the normative framework, the implementation of sustainable development ideology, and the obvious improvement of the state socio-economic indicators in global and regional rankings. The authors analyzed the features of national legislation and the existing system of public and municipal administration, based on two Voluntary National Reviews of the Republic of Azerbaijan on the implementation of the Sustainable Development Goals, issued in 2017 and 2019, in three main clusters: efficiency, accountability and inclusiveness.

Like many other countries in the world, the Republic of Azerbaijan, supported the 2030 Agenda and the Sustainable Development Goals, adopted at the United Nations General Assembly's 70th session. From that moment, the Sustainable Development Goals (hereinafter - SDGs) have been gradually implemented in the national legislative agenda, and the UN ideas have been promoted in the daily life of the Azerbaijani community, which in five years since the adoption of the SDGs at the global level, has found many opportunities to shape the national vector of the SDGs and address the challenges for each SDG in different sectors of the economy, such as agriculture, industrial production, health, education and awareness-raising activities, and others.

Even in an increasingly complex economic, political and environmental situation, the leadership of the Republic of Azerbaijan is aware of the fact that the sustainable development of the region, country and society is affected by crises that occur at various levels - global, regional and national, and crises cannot be tackled without the intervention of the authorities<sup>1</sup>. Due to this awareness, the current geopolitical landscape, which was extremely unstable until recently, gave Azerbaijan an opportunity to strengthen its national interests and values, formulate its ideological concepts, and promote its models of political influence in the region. In this regard, unified approaches are being developed to achieve sustainable development<sup>2</sup>. The 2030 Global Agenda for Sustainable Development (Agenda 2030), announced at the UN Summit on September 25, 2015, has become the main reference point for the development of such approaches.

The Republic of Azerbaijan is fully aware of the need to develop institutions of public and municipal administration and civil society, based on the principles of sustainable development, which allows it to continuously support the UN global initiative to promote the 2030 Agenda.

---

<sup>1</sup> Strategy "Kazakhstan 2050"

<sup>2</sup> Strategic development plan till 2025

The UN Committee of Experts on Public Administration aims to establish the principles of good governance for sustainable development following the United Nations General Assembly Resolution No. 70, adopted at the UN Summit on Sustainable Development in September 2015.

To help interested countries voluntarily create effective, accountable and open institutions at all levels to achieve the goal, the Committee of Experts on Public Administration aggregated the proposed principles into three clusters, which work along the following lines:

Cluster 1: Efficiency: competence, sound public policy, collaboration.

Cluster 2. Accountability: integrity, transparency, independent oversight.

Cluster 3: Inclusiveness: implementation of the principle “Leaving no one behind”, non-discrimination, participation, subsidiarity, intergenerational equity.

Cluster 1. Efficiency: competence, sound public policy, collaboration.

Strategic planning and forecasting

Azerbaijan, like other countries, has begun implementing the SDGs by establishing a system of national ownership. National ownership requires the participation of all stakeholders in the SDG implementation and preparation of relevant reports, including national and local executive authorities, as well as legislative bodies, academia, civil society and the private sector. The SDGs implementation in the Republic of Azerbaijan involves joint participation of all government agencies, coordinated management, transparency and accountability.

The Government of Azerbaijan developed several progressive documents on strategic planning and forecasting in 2016-2017. Among them, we can particularly emphasize the Strategic Road Maps and the National Employment Strategy for 2017-2030. According to these documents, the priority directions in the country's development are diversification of the economy, acceleration of

the creation of decent jobs, and continuous improvement of access to and quality of the education, healthcare and social services infrastructure in the country.

Economic diversification and development of the “green economy” play an important role in the 2030 Agenda. It focuses primarily on increasing investment in energy efficiency, achieving renewable energy targets and investing in new technologies.

In the context of the SDGs, these areas of development reduce greenhouse gas emissions, contributing accordingly to SDG 15, ensure the achievement of SDG 7 as well as SDG 8 through investments in the “green economy” and the creation of jobs (“green jobs”).

According to the 6 October 2016 Decree of the President of the Republic of Azerbaijan, the National Coordination Council on Sustainable Development of the Republic of Azerbaijan (NCCSD), which brings together senior officials (heads or deputy heads) of concerned ministries and institutions, was established to coordinate fulfillment of duties of the state agencies arising from the commitments under 2030 Agenda. Besides, to coordinate the activities of the Council, a permanent Secretariat and thematic working groups comprising authorized representatives of state institutions in 4 areas (economic growth and decent work; social issues; environmental issues; monitoring and evaluation) were established.

At present, NCCSD strives to ensure broad-based and comprehensive engagement of stakeholders in the process, identify national priorities for sustainable development and gaps, craft inclusive national strategies and policies, coordinate and promote cooperation among different governmental agencies, identify needs and opportunities to strengthen capacity in the areas related to SDG implementation.

Monitoring and evaluation systems and strengthening of national statistical capacity

Preparatory work is underway to ensure monitoring and evaluation of the SDGs. The Republic of Azerbaijan is carrying out intensive work in the areas of creating a comprehensive database on SDGs, identifying data sources and methodologies for data processing and analysis, preparing report forms for relevant targets and indicators.

The State Statistical Committee (SSC) is responsible for the process of collecting, processing and disseminating data. To assist this process, the Department for Sustainable Development Statistics has been established within the SSC. The following responsibilities have been assigned to central and local executive power agencies and legal entities whose control packet of stocks (shares) is held by the state:

- providing statistical data on indicators of achievement of SDGs to the State Statistical Committee of the Republic of Azerbaijan;
- presenting a progress report to the Council NCCSD.

The following have been identified as the main sources of information for monitoring indicators identified in accordance with SDGs:

- statistical observations (official statistical reports, studies, surveys);
- population census;
- statistical studies on economic, social and demographic issues;
- administrative documents and data.

3 working groups covering all spheres of the economy have been established under the lead of SSC and with the participation of other relevant government agencies.

The discussions and studies have shown that the country needs to expand the coverage and deepness of the national information systems relating to SDGs and improve their coordination by enhancing their logistical and human capacities and software support, and develop evaluation capacity in the following directions:

- Detailed information: it is necessary to classify the data by gender, age, income/welfare, location, ethnicity, disability, refugee or IDP status, and other

specific socio-economic characteristics (disaggregation) under the principle of “leaving no one behind”;

– Monitoring and reporting systems: require online systems for working with available data and systems of reporting on those data and information exchange, as well as reporting key indicators and enabling both vertical and horizontal coordination.

#### Analysis of the impact of legislative acts

Several new legislative acts have also been introduced over the past years to harmonize the local legislative framework with internationally adopted guidelines and regulations, and accelerate the sustainable growth of the local economy.

– National Parliament adopted a new Act No. 1433-VQD in December 2018 that creates a framework for the participation of SMEs in public procurement procedures. The act is expected to contribute to the transparency of trading relationships between the local parties.

– The President of the Azerbaijan Republic established an Agency on Development of Micro, Small and Medium Enterprises in June 2018, thereby significantly simplifying procedures for registration, reporting, obtaining of licenses and permits, etc.

– National Parliament adopted a new Law No. 1143-VQ on “Free Economic Zone of Alat”, establishing a legal framework for the functioning of a free economic zone (FEZ) on the territory of Azerbaijan. The FEZ is expected to attract both local and foreign investors and give a significant boost to the local economy.

- National Parliament amended Law No. 1140-VQ on “Accounting” in October 2018, completely revising accounting requirements in Azerbaijan, abolishing National Accounting Standards, envisaging application of

IFRS for corporations and SMEs, and renewing the requirements for the certified accountant profession.

- The President of the Azerbaijan Republic signed Decree No. 413 on Optimization of State Support and Leasing in Agriculture in December 2018, establishing a framework for disbursement and utilization of funds disbursed by the Agency on Agro-Credits and Development with the involvement of banks and other loan institutions.

- The President of the Azerbaijan Republic signed Decree No. 497 on Additional Measures for Supporting Competitive Domestic Production in December 2018, introducing some new measures aimed at supporting production by domestic SMEs and private companies operating in the non-oil sector. This Decree regulates loan financing, export and technology transfer.

- National Parliament adopted a new Law No. 1175-VQ on Environmental Impact Assessment in December 2018, which is expected to strengthen the protection of the environment.

As illustrated below, there is a need in a strong union between the government, international institutions, donor organizations and businesses, to accelerate the transition into the next level where all stakeholders will cooperate to achieve the SDGs.

Promoting an integrated approach to policy-making

Mainstreaming SDGs into the national development agenda requires integration of the 2030 Agenda into national, regional and local development plans and accordingly into budget allocations at national and local levels.

SDG targets 4.4 (employment, decent jobs), 8.2 (economic productivity), 8.5 (efficient use of global resources) and 8.6 (youth unemployment) are articulated in the “Azerbaijan 2020: Look into the Future” development strategy, as well as in the Strategic Road Maps and the Employment Strategy of the Republic of Azerbaijan for 2019- 2030. This creates conditions for the realization of opportunities to achieve SDGs 1 (welfare), 10 (inequalities) and 12 (sustainable consumption and production). The above-mentioned documents pay special attention to the issues of balanced spatial/territorial development, reducing

inequalities, eliminating all forms of poverty, and empowering women, youth, IDPs and all migrants and refugees.

One of the main phases in this regard was to check compliance of the country's "Azerbaijan 2020: Look into the Future" Development Concept and "Strategic road maps for the national economy and main economic sectors" with SDGs and their targets. Besides, the nationwide and sectoral programs currently implemented or planned to be adopted and other policy documents in the relevant areas are analyzed. According to the study, the Government of Azerbaijan has carried out sufficiently effective activities to ensure more effective nationalization and adaptation of SDGs to the national development policy. The alignment rate of the SDG targets within FAO mandate with the existing state programs and strategic documents was found to be 80 per cent (18 out of 23 targets). This analysis also serves to create an institutional framework that allows to quickly and effectively eliminate existing challenges to achieving SDGs and gaps arising in the course of implementation. The work carried out in this direction is already yielding its first results.

#### Principle of collaboration

The Government of Azerbaijan takes a responsible approach to its SDG-related commitments and has mobilized all forces to ensure the fulfilment of these commitments. Azerbaijan nationalized SDGs and prioritized 17 SDG goals, 88 targets and 119 indicators based on joint work with public institutions as well as a series of consultations with the civil society, business community, youth and international organizations. Four thematic Working Groups were established under the umbrella of NCCSD and have formed a collective approach to not only holding extensive discussions on SDGs but also ensuring the alignment of the state socio-economic programs and strategies with SDGs. The four SDG Working Groups (social, economic, environment, and monitoring) are also responsible for providing policy advice to decision-makers to better mainstream, implement, monitor and report on the progress made on SDGs.

All state bodies are willing to support the integration of the SDGs into their activities and policies. The Government views the national process on the SDGs as a good opportunity to encourage the local stakeholders' participation in the dialogue and cooperation for sustainable development. Efforts in this direction are currently ongoing through various dialogue formats. Criteria used as a guide here are joint participation, flexible management, transparency and accountability.

National ownership of SDGs was further strengthened in Azerbaijan in 2018. A number of important measures were taken towards the implementation of the SDGs in the country in 2018. Among them, the following can be particularly highlighted.

The principle of collaboration is implemented on the basis of the Decree of the President of the Republic of Azerbaijan No. 1066 of October 6, 2016 "On the Establishment of National Coordination Council on Sustainable Development of the Republic of Azerbaijan (NCCSD)", guided by paragraph 32 of Article 109 of the Constitution of the Republic of Azerbaijan<sup>3</sup>, to coordinate the execution of tasks assigned to state bodies in connection with the obligations arising from the "Transforming our world: the 2030 Agenda for Sustainable Development". The main task of the National Coordination Council on Sustainable Development (NCCSD) is to identify national priorities, harmonize various state programs and strategies with the SDGs.

One of the main targets identified in the 2030 Agenda is to enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries. Driven by this principle, a range of awareness-raising activities co-organized by the UN's

---

<sup>3</sup> State program of housing and communal development "Nurly Zher" for 2020 – 2025//<http://adilet.zan.kz/rus/docs/P1900001054>

specialized agencies operating in Azerbaijan and the Ministry of Economy (Secretariat of the Council) was implemented for adaptation of the SDGs to the national priorities.

Moreover, the National Parliament adopted a new Act No. 1433-VQD in December 2018 that creates a framework for the participation of SMEs in public procurement procedures. The act is expected to contribute to the transparency of trading relationships between the local parties.

In this respect, acting as a coordinator for the achievement of the SDGs adapted to national priorities, the Government will provide comprehensive support for the initiatives of all stakeholders aimed at effective implementation of the 2030 Agenda.

Recently the Baku Forum on Sustainable Development on Strengthening the Regional Partnership on Implementation of SDGs” organized in Baku with support of the NCCSD, the Ministry of Economy of the Republic of Azerbaijan and the UN Office in Azerbaijan on October 25- 26, 2018, has become one of the most important measures related to the implementation of SDGs in Azerbaijan, serving as an indicator of Azerbaijan’s high reputation among the international community.

Another important document is the Law “On Public Service”, approved in 2000 and entered into force in September 2001, which regulates public service in Azerbaijan. All acts related to civil service defined norms deriving from the development of society and regulating the relations between the state and citizens, describing the main mechanisms of interaction based on the principle of cooperation, including to achieve the Sustainable Development Goals.

Moreover, the Development Concept “Azerbaijan 2020: A Look into the Future”<sup>4</sup> implements the principle of cooperation and covers the main strategic goals of development policy in all spheres of the country's life. Its

---

<sup>4</sup> Voluntary National Review of the Republic of Kazakhstan on the Sustainable Development Goals achievement// [http://economy.kz/en/Celi\\_ustojchivogo\\_razvitija/Nacionalnyj\\_otchet/](http://economy.kz/en/Celi_ustojchivogo_razvitija/Nacionalnyj_otchet/)

implementation will be realized through targeted state programs. The formation of a new system of public relations based on democratic values resulted in important changes in the structure of society and created conditions for citizens to play a more active role in public and political processes. The achievement of the SDGs depends directly on the effectiveness of the decisions made, and adherence to the principle of cooperation depends on the quality of public administration and coordination between government agencies at all levels and in all functional areas. As part of improving governance mechanisms, civil administration reforms, judicial and legal reforms, and anti-corruption efforts are underway. At the same time, an initiative to achieve transparency in the work of the extractive industries, measures to decentralize and develop civil society, and the introduction of the international human rights standards are on track. For this purpose, an electronic government system is being developed and implemented, mechanisms of rotation and evaluation of the performance of public officials, codes of conduct for public officials, and the training systems for public servants are being improved. Legal and judicial reforms in the country are opening legal support centers for low-income people, and a special unit for juvenile justice is being established within the police.

Cluster 2. Accountability: integrity, transparency, independent oversight.

### The Principle of Integrity

As part of the fight against corruption, the “Law of the Republic of Azerbaijan on Combating Corruption” of 13.01.2004 was adopted<sup>5</sup>. This act regulates the requirements for civil servants of a financial nature, namely the obligation to provide information about annual income, property, financial means, debts. The law prohibits the possibility of joint work of close relatives, except for elected

---

<sup>5</sup> Concept for the development of public administration in the Republic of Kazakhstan until 2030: building a "human-centered" model - "People first of all" [//http://adilet.zan.kz/rus/docs/U2100000522](http://adilet.zan.kz/rus/docs/U2100000522).

positions. There are also restrictions related to receiving gifts, benefits, and privileges. The law establishes the scope of corruption-related offences, the responsibility of officials for offences committed, and mechanisms for eliminating the consequences of offences. In 2016, additions were made to the law, according to which those who inform the relevant structures about cases of corruption in Azerbaijan will be protected by the state<sup>6</sup>. Moreover, the national priorities of socio-economic development of Azerbaijan until 2030<sup>7</sup> note that the fight against corruption should be strengthened, and a modern civil service system including ethics should be upheld, one that meets modern challenges. However, according to the Transparency International Azerbaijan study and the Transparent Government Procurement Rating<sup>8</sup>, the form of financial disclosure declaration has not yet been approved by the Cabinet of Ministers. In addition, the Rules define financial information filed by public officials as private information and prohibit its disclosure.

Issues of ethical norms of conduct and conscientious behaviour of civil servants are regulated by the Law of the Republic of Azerbaijan on Rules of Ethical Conduct of Civil Servants, Rules of ethical behaviour of senior officials and other employees working in communications unions, enterprises and departments<sup>9</sup>. These legal acts establish the rules and principles of ethical conduct of civil servants and legal mechanisms for following these norms. Aspects related to the prevention of conflicts of interest, the use of property are also regulated by these acts.

---

<sup>6</sup> On the National Priorities of the Republic of Kazakhstan until 2025//<http://adilet.zan.kz/rus/docs/U2100000520>.

<sup>7</sup> State program for the development of the agro-industrial complex of the Republic of Kazakhstan for 2017 – 2021//<http://adilet.zan.kz/rus/docs/P1800000423>

<sup>8</sup> The state program "Densaulyk" for 2020-2025//<http://ezdrav.kz/files/files/prog26-12-2019.rus.pdf>

<sup>9</sup> Strategic plan of the Ministry of Health of the Republic of Kazakhstan for 2020-2024//[https://emcrk.kz/images/korp\\_doc/start\\_plan\\_2020\\_rus.pdf](https://emcrk.kz/images/korp_doc/start_plan_2020_rus.pdf)

The Law of the Republic of Azerbaijan “On Public Procurement” dated 01.02.2002 determines the economic, legal and organizational basis of public procurements, as well as the use of property in the Republic of Azerbaijan<sup>10</sup>. The Law sets principles and rules of effective and efficient use of state funds during procurements, creation of an equal competitive environment for all consignors (contractors) based on competition and publicity.

### The Principle of Transparency

The principle of openness, publicity and transparency, which implies that the key provisions and problems of sustainable development and the most important draft laws in this area are brought for public discussion, as well as the principle of joint recommendations for public administration bodies, are implemented in the structure of public administration of Azerbaijan<sup>11</sup>. The Decree of the President of the Republic of Azerbaijan of October 6, 2016, established the National Coordination Council on Sustainable Development (NCCSD), headed by the Deputy Prime Minister, defined a mechanism for monitoring the SDGs achievement, and set specific tasks for the relevant government agencies. The following thematic working groups composed of authorized representatives of government agencies were established to ensure the effective work of the Council:

- Economic Development and Decent Employment;
- Social issues;
- Environmental issues;
- Monitoring and evaluation<sup>12</sup>.

---

<sup>10</sup> Concept for Kazakhstan's entry into the 30 most developed countries in the world//<http://adilet.zan.kz/rus/docs/U1400000732>

<sup>11</sup> State program for the development of productive employment and mass entrepreneurship for 2017 - 2021 "Enbek"//<http://adilet.zan.kz/rus/docs/P1800000746>

<sup>12</sup> Strategic plan of the Ministry of Education and Science of the Republic of Kazakhstan for 2020-2024//<https://science.kaznmu.kz/wp-content/uploads/2015/06/strategicheskij-plan-mon-rk-2020-2024.pdf>

To implement transparency, expert groups and subgroups have been created, which encompass representatives from various circles, including academia, international and local, state and public organizations. The methodological and scientific support of their activities is jointly worked out. The State Statistical Committee is represented in all working groups. Besides, the head of the Department for Sustainable Development Statistics of the State Statistical Committee runs the monitoring and evaluation group. The National Coordination Council on Sustainable Development (NCCSD) is responsible for the identification of national priorities and indicators that are significant for Azerbaijan, ensuring the harmonization of state programs and strategies covering the country's social and economic sectors with the SDGs, and preparing annual reports related to the achievement of the SDGs. In order to prepare annual reports to the UN, the relevant central and local executive power agencies will provide statistical data on indicators of achievement of SDGs to the State Statistical Committee of the Republic of Azerbaijan once a year. The State Statistical Committee, in its turn, will present a progress report to the Council NCCSD. The Republic of Azerbaijan has already prepared a voluntary report concerning the first steps on the 2030 Agenda implementation.

3 working groups covering all spheres of the economy have been established under the leadership of the SSC and with the participation of other relevant government agencies. The groups' task is to identify data sources, their periodicity, forms and methods of data acquisition, to promote the integration of registers and administrative databases of state agencies into the statistical database of the State Statistical Committee and to study possibilities of using administrative data to assess SDGs achievement in the following sectors of statistics: population, employment, education, culture, sports, health, crime, migration, industry, construction, energy, ecology, trade, finance, banking, agriculture, transport, communication technologies, and tourism.

The “State Program for the development of official statistics in the Republic of Azerbaijan in 2018-2025” was approved by the 14 February 2018 Order No. 3672 of the President of the Republic of Azerbaijan<sup>13</sup>. The program provides, among other things, various sample statistical surveys on SDG indicators. Currently, preparatory work is underway for the UNICEF-supported Multiple Indicator Cluster Survey (MICS), through which data on about 40 SDG indicators are expected to be obtained<sup>14</sup>.

In order to monitor the achievement of the SDGs at the national level and to inform the public, it is planned to create a statistical database and an internet portal. The publication of all planned and regulatory legal documents in the press and promotion of dialogue with civil society will ensure transparency.

Article 50 of the Constitution of the Republic of Azerbaijan provides the right to access information<sup>15</sup>. The relations arising from the exercise of freedom of information are governed by the Law of the Republic of Azerbaijan “On freedom of information” (articles 2,6,9)<sup>16</sup> and other legislative acts. The provision on the participation of civil society in the discussion of draft laws and issues of national and local importance is regulated by Art. 54 and Art. 55 of the Constitution of the Republic of Azerbaijan. The Law of the Republic of Azerbaijan dated January 13, 2004, № 580-III “On Combating Corruption”<sup>17</sup> also ensures transparency in the activities of public officials and persons equated to them, unless otherwise provided by legislative acts. On December

---

<sup>13</sup> Concept of family and gender policy in the Republic of Kazakhstan until 2030//[https://online.zakon.kz/Document/?doc\\_id=37778759](https://online.zakon.kz/Document/?doc_id=37778759)

<sup>14</sup> State program of industrial and innovative development of the Republic of Kazakhstan for 2020 – 2025//<http://adilet.zan.kz/rus/docs/P1900001050>

<sup>15</sup> State program of housing and communal development "Nurly Zher" for 2020 – 2025//<http://adilet.zan.kz/rus/docs/P1900001054>

<sup>16</sup> State program of infrastructure development of the Republic of Kazakhstan "Nurly Zhol" for 2020-2025//<https://primeminister.kz/ru/gosprogrammy/gosudarstvennaya-programma-infrastrukturnogo-razvitiya-rk-nurly-zhol-na-2020-2025-gg-9115141>

<sup>17</sup> State program for the development of regions for 2020 – 2025//<http://adilet.zan.kz/rus/docs/P1900000990>

31, 2020, the President of the Republic of Azerbaijan Ilham Aliyev approved the Law of the Republic of Azerbaijan “On the State Budget of Azerbaijan for 2021”<sup>18</sup>. The transparency of the budget is ensured by this very law and by the same Law of the Republic of Azerbaijan dated January 13, 2004, № 580-III “On Combating Corruption”, which prohibits the financing of the activities of state bodies and other organizations from sources not provided for by legislative acts.

### The Principle of Independent Oversight

An important principle in the accountability cluster is independent oversight, which implies that supervisory bodies must act strictly in accordance with professional standards and independently, so as not to undermine the government's credibility in achieving the Sustainable Development Goals.

One of the urgent tasks for Azerbaijan in achieving the SDGs is to improve the collection and analysis of data on sustainable development and ensure a more detailed analysis of data disaggregated by gender, ethnicity, age, geographical location (urban/rural), regions and administrative districts.

The Government views the national process on the SDGs as a good opportunity to encourage the local stakeholders’ participation in the dialogue and cooperation for sustainable development, which is implicitly consistent with the generally accepted strategy of promoting the independence of the various regulatory agencies. Efforts in this direction are currently ongoing through various dialogue formats. Criteria used as a guide here are joint participation, flexible management, transparency and accountability.

---

<sup>18</sup> Resolution of the Government of the Republic of Kazakhstan dated November 29, 2017 No. 790 "On approval of the State Planning System in the Republic of Kazakhstan"// <http://adilet.zan.kz/rus/docs/P1700000790>

National ownership of SDGs was further strengthened in Azerbaijan in 2018. A number of important measures were taken towards implementation of the SDGs in the country in 2018, including a broad consultation workshop on nationalization of SDGs and the MAPS Report results with the participation of the UNDP Regional Bureau for Europe and the Commonwealth of the Independent States, the UNDP office in Azerbaijan, the Ministry of Economy, the heads of UN specialized agencies' country offices in Azerbaijan, as well as the head and representatives of the working groups on SDGs. The workshop aimed to ensure an independent audit for activities in achieving the Sustainable Development Goals.

An international workshop on nationalization and prioritization of SDGs was co-organized by the Ministry of Economy and the UN Office in Azerbaijan on July 2-4, 2018, as a follow-up to the measures to nationalize the SDGs. The workshop was attended by state bodies, the UN's specialized agencies, as well as civil society and media representatives. At the workshop, extensive discussions were conducted with the participation of the UN's high-level experts about the fulfillment of the obligations arising from the 2030 Agenda, alignment of the state programs in socio-economic areas with the SDGs, as well as identification of national priorities for sustainable development and their corresponding indicators.

Cluster 3: Inclusiveness: implementation of the principle "Leaving no one behind", non-discrimination, participation, subsidiarity, intergenerational equity.

#### The Principle of Inclusiveness

The principle of inclusiveness is reflected in the Constitution of the Republic of Azerbaijan<sup>19</sup> and a range of other normative legal acts and documents. These

---

<sup>19</sup> Resolution of the Government of the Republic of Kazakhstan dated February 26, 2021 No. 99 On amendments to the Resolution of the Government of the Republic of Kazakhstan dated

include the Law of the Republic of Azerbaijan “On Employment” amended in 2018, the Development Concept “Azerbaijan 2020: A Look into the Future”<sup>20</sup>, The National Action Plan of the Republic of Azerbaijan on Gender Equality, the Strategic Roadmaps and the “Employment Strategy of the Republic of Azerbaijan (2019-2030)”.

The main priorities of socio-economic development policy in the Republic of Azerbaijan involve the formation of an inclusive labour market and the provision of decent work for all layers of the population, as well as the expansion of opportunities for decent employment. The country carries out large-scale reforms aimed at improving the social well-being of citizens and ensuring sustainable economic growth<sup>21</sup>. The institutional and normative-legal base in the sphere of labour market regulation is constantly being improved.

“The Employment Strategy of the Republic of Azerbaijan for 2019-2030” implies the creation of infrastructure to provide special services for the employment of people with disabilities and the expansion of the network of vocational rehabilitation centres. Within the framework of a joint project, the Ministry of Labour and Social Protection of Population of the Republic of Azerbaijan and the United Nations Development Program (UNDP) pursue work in the integration of disabled persons into the labour market<sup>22</sup>. One of the priorities listed in the Development Program “Azerbaijan 2020: A Look into

---

November 29, 2017 No. 790 "On approval of the State Planning System in the Republic of Kazakhstan"// <https://nomad.su/?a=3-202103160037>

<sup>20</sup> Voluntary National Review of the Republic of Kazakhstan on the Sustainable Development Goals achievement// [http://economy.kz/en/Celi\\_ustojchivogo\\_razvitija/Nacionalnyj\\_otchet/](http://economy.kz/en/Celi_ustojchivogo_razvitija/Nacionalnyj_otchet/)

<sup>21</sup> Kazakhstan roadmap for monitoring the achievement of the Sustainable Development Goals for 2020-2022 vypolneniya MMPDPS/RSO v sootvetstvii s celyami Venskoj Deklaracii ministrov 2012 goda. Baku 2016. – Tekst : elektronnyj. – URL: [https://unece.org/fileadmin/DAM/pau/age/country\\_rpts/2017/AZE\\_report.pdf](https://unece.org/fileadmin/DAM/pau/age/country_rpts/2017/AZE_report.pdf)

<sup>22</sup> Azerbajdzhansko gosudarstvennoe informacionnoe agentstvo AZERTADZH. Meropriyatie v Baku na temu: «Lica s invalidnost'yu v delovom mire». – Tekst : elektronnyj. – URL: <https://azertag.az/ru/xeber/1360797>

the Future”<sup>23</sup> is the implementation of various initiatives and projects to prevent the isolation of persons with disabilities from society and ensure their unimpeded use of social infrastructure, as well as to increase the number of social and vocational rehabilitation institutions.

In addition, measures are being taken to eliminate gender inequalities, in particular, the capacity of the State Committee for Family, Women and Children Affairs (SCFWCA) is strengthening. There are special coordination centres on gender issues in government agencies. In 2016, the State Committee for Family, Women and Children Affairs launched a two-year project “Combating Gender-Based Violence in Azerbaijan” in close partnership with UNFPA and the United States Agency for International Development (USAID). Over the past few decades, Azerbaijan has made great progress in solving social problems. For example, the social protection system has been restructured in accordance with international standards. In 2018, the Agency for Sustainable and Operational Social Security (DOST) was established under the Ministry of Labour and Social Protection of Population of the Republic of Azerbaijan, which aims to provide social protection for vulnerable groups, especially the disabled and elderly citizens.

“Leaving no one behind” imperative plays a significant role while implementing the principle of inclusiveness. Public policy involves activities, aimed at the proactive participation of women and youth in the implementation of the Sustainable Development Goals within the government, parliament and international organizations. The State Program on the Employment Strategy of the Republic of Azerbaijan involves measures to support the integration and employment of refugees and internally displaced persons, as well as the rehabilitation of persons, released from penitentiary institutions.

---

<sup>23</sup> Voluntary National Review of the Republic of Kazakhstan on the Sustainable Development Goals achievement// [http://economy.kz/en/Celi\\_ustojchivogo\\_razvitija/Nacionalnyj\\_otchet/](http://economy.kz/en/Celi_ustojchivogo_razvitija/Nacionalnyj_otchet/)

The interests of future generations play a special role in achieving sustainable development in the Republic of Azerbaijan. A significant part of the revenues of the commodity sector is directed to the development of the non-oil sector, which substantially contributes to the diversification of the economy. Diversification of the economy and development of the “green economy” play an important role in the “Azerbaijan 20201” and the 2030 Agenda. This section focuses primarily on increasing investment in energy efficiency, achieving renewable energy targets and investing in new technologies, and attachment of greater importance by the energy companies of Azerbaijan to the achievement of SDGs, and looks into how these goals can be coordinated in Azerbaijan and how the progress towards achieving them can be accelerated.

The non-oil sector generates plenty of new jobs and develops scientific, industrial, transport and communal infrastructure. The foundations are being laid for the transition to a “knowledge economy” and the active development of human capital for sustainable development.

As a result of the discussions at the Baku Forum on Sustainable Development, the Baku Principles for the acceleration of the implementation of the global goals at the national level were adopted. Taking into account the recommendations given by the MAPS mission during its visit to Azerbaijan with regard to ensuring alignment of the state programs and strategies in socioeconomic and environmental spheres with the SDGs and their corresponding targets and indicators and identification of accelerators, the Baku Principles establish provisions on the integration of SDGs and acceleration of their implementation.

## Conclusion

As can be seen from the efforts taken at the state level, the Republic of Azerbaijan not only follows the best practices of foreign countries that have made significant progress towards sustainable development, but also develops

its practices, improves the legislative framework, mechanisms of public and municipal administration, expands civil society institutions, implementing the UN principle “Leaving no one behind” at full scale.

The best evidence of this is the fact that during the presentation of the Republic of Azerbaijan on the first steps in the implementation of the 2030 Agenda for Sustainable Development (2017), the Republic was ranked 69th in global competitiveness, but during the presentation of the Second Voluntary National Review, the Republic of Azerbaijan moved up 32 places in the ranking and took 25th place among 190 states, ahead of the CIS states<sup>24</sup>. In addition, the state ranks 1st in the supply of electricity to the population. The National Coordination Council on Sustainable Development of the Republic of Azerbaijan (NCCSD) has been established in the Republic, and the Government is working with all national and international partners to consolidate the principles of sustainable development in the political agenda, systematically and consistently focusing on the global challenges identified in the Sustainable Development Goals.

---

<sup>24</sup> Second voluntary national review Republic of Azerbaijan of the Republic of Azerbaijan on the implementation of “Transforming our world: the 2030 Agenda for Sustainable Development” str. 30 DNO za 19 god. – Tekst : elektronnyj. – URL: [https://sustainabledevelopment.un.org/content/documents/23411AZERBAIJAN\\_VNR\\_Report.pdf](https://sustainabledevelopment.un.org/content/documents/23411AZERBAIJAN_VNR_Report.pdf)

# THE REPUBLIC OF BELARUS

**Authors: Elena V. Pilgun**

Assistant dean for scientific activities at the Faculty of international relations of Belarus State University

**Oleg N. Leshenyuk**

Head of the Center for International Studies of Faculty of international relations of Belarus State University

The country's sustainable development programs are based on the specificity of national legislation, the country's status in the region, established traditions, as well as the existing system of public administration. The article describes the principles of state-building policy for the Sustainable Development Goals implementation in the Republic of Belarus. The authors analyse the compliance of the Belarusian national legislation with the principles of effective public administration in the interests of sustainable development.

The sustainable development of a region, a country, and a society is affected by crises that occur at various levels: global, regional and national. The overcoming of crises cannot take place without the intervention of the authorities<sup>25</sup>. In the global world full of threats and challenges, it is necessary to sustain conditions for maintaining a balance between the main spheres of human activity: social, economic, environmental, political, etc. The current geopolitical picture of the world, characterized by extreme instability due to adherence to different national interests, values, ideological concepts, models of political behavior, etc., requires the development of common approaches to

---

<sup>25</sup> Pilgun, E. V. Semantics and pragmatics of crisis discourse. Minsk, ICC of the Ministry of Finance, 2020 – 203 p. - Text: direct.

achieve sustainable development<sup>26</sup>. One of these approaches was the UN Global Agenda for Sustainable Development for the period up to 2030 (2030 Agenda), announced at the UN Summit in September 2015.

The Republic of Belarus fully supports the Concept of Sustainable Development and the preservation of conditions for the future generations' interests. Since countries are responsible for the implementation of the UN Sustainable Development Goals, the success at all stages depends on the mechanisms of public administration in these countries. Without improving the efficiency of public administration, it is extremely difficult to achieve the ambitious goals, set by the UN for the short-term or medium-term perspective. Belarus is committed to the idea that the Agenda 2030 can be achieved “on the basis of coordinated actions of all national partners in the economic, social and environmental spheres in conditions of political stability and sustainable economic growth”<sup>27</sup>. Based on this provision, the activities are planned and the country's development directions are set for the implementation of the 2030 Agenda. One of the key documents defining the long-term socio-economic development of the country, the National Strategy for Sustainable Development (NSD) until 2030, has been developed<sup>28</sup>. According to this document, medium- and short-term forecasts and programmes are built, which is stipulated in the Law of the Republic of Belarus of May 5, 1998 “About State forecasting and

---

<sup>26</sup> Manoilo, A.V. Geopolitical picture of the modern world and controlled chaos. World Politics, 2015, No. 1. pp. 66-80, - Text: direct.

<sup>27</sup> The Republic of Belarus. National report of the Republic of Belarus on the implementation of the 2030 Agenda for Sustainable Development. - Text: electronic// Sustainable Development Goals, 2017 – URL: <https://sustainabledevelopment.un.org/content/documents/16357Belarus.pdf> (date of access 15.03.2021).

<sup>28</sup> The Republic of Belarus. National strategy for sustainable socio-economic development of the Republic of Belarus for the period up to 2030. - Text: electronic // Protocol of the meeting of the Presidium of the Council of Ministers of the Republic of Belarus No. 10 of May 2, 2017 - URL: <https://www.economy.gov.by/uploads/files/NSUR2030/Natsionalnaja-strategija-ustojchivogo-sotsialno-ekonomicheskogo-razvitija-Respubliki-Belarus-na-period-do-2030-goda.pdf> (date of access: 11.03.2021).

programs of socio-economic development of the Republic of Belarus”. Since the introduction of the UN Sustainable Development Goals as guidelines for improving the socio-economic indicators of the countries was announced, the issue of their implementation has been repeatedly raised at the level of the state apparatus and the expert community of Belarus. A number of documents were adopted. They address both the issues of achieving the Sustainable Development Goals and the most effective means and methods of their implementation. Among them in August 2018 there was adopted the **Roadmap** for the Implementation of the Sustainable Development Goals in the Republic of Belarus<sup>29</sup>. This document determines the state policy in the interests of future generations, the implementation of the provisions of the “Global Agenda 2030”, and also orients the Belarusian socio-economic model of development as a whole, taking into account specific indicators and efficiency coefficients. In the “Roadmap for the Implementation of the Sustainable Development Goals in the Republic of Belarus”, developed in 2018, the mission of MAPS was to justify a “green” transition to inclusive and sustainable growth, to focus on setting goals and objectives for future generations, to implement actively digital transformations and social innovations, while maintaining gender equality in society.

The approaches of the Republic of Belarus to improving the efficiency of public administration are also reflected in the National Concept of Sustainable Development until 2035<sup>30</sup>. This document is a rethinking of the issues of

---

<sup>29</sup> The Republic of Belarus. Roadmap for the implementation of the SDGs in the Republic of Belarus. - Text: electronic // Sustainable Development Goals, August 2018 – URL: [https://sdgs.by/kcfinder/upload/files/FINAL\\_%D0%94%D0%BE%D1%80%D0%BE%D0%B6%D0%BD%D0%B0%D1%8F\\_%D0%BA%D0%B0%D1%80%D1%82%D0%B0\\_%D0%A6%D0%A3%D0%A0\\_RU\\_25\\_06.pdf](https://sdgs.by/kcfinder/upload/files/FINAL_%D0%94%D0%BE%D1%80%D0%BE%D0%B6%D0%BD%D0%B0%D1%8F_%D0%BA%D0%B0%D1%80%D1%82%D0%B0_%D0%A6%D0%A3%D0%A0_RU_25_06.pdf) (date of access 11.03.2021).

<sup>30</sup> The Republic of Belarus. The concept of the National Strategy for Sustainable Development of the Republic of Belarus till 2035. - Text: electronic // Ministry of Economy of the Republic of Belarus, 2018-URL: <https://www.economy.gov.by/uploads/files/ObsugdaemNPA/Kontseptsija-na-sajt.pdf> (date of access 12.03.2021).

achieving the Sustainable Development Goals at the national level with a refraction of the current conditions prevailing in the republic, according to three components: social, economic and environmental. One cannot say that the Republic of Belarus is simply copying foreign practices, but nevertheless taking into account international experience is an important element in the development of appropriate methods and approaches to improving effective public administration.

In general, it is necessary to point out that in 1994 the Constitution of the Republic of Belarus provided for a fairly large number of provisions that were reflected in the Agenda 2030. The country's basic law guarantees stability, security, social justice and public order, which correlates with the goal № 16; equality of different forms of ownership (goal № 10), cooperation between the state and business in order to improve the competitiveness of the Belarusian economy (goals № 8, № 17); creating equal legal conditions for self-realization of the citizens (goals № 3, № 10), ensuring material well-being and a decent existence by their own work (goals № 1, № 3, № 8); ensuring support for socially vulnerable groups of the population, their integration into society and inclusion in economic activities (goals № 1, № 3, № 8); multi-vector foreign economic policy as the most important principle of the country's sustainable development (goal № 17); environmentally friendly state policy (goals № 13, № 14, № 15); the active role of civil society in addressing the challenges of sustainable development (goal № 16). All these can't be achieved without an effectively constructed system of public administration.

The Constitution of Belarus does not explicitly state the goals № 6, 7, 9, 11 and 12, however, *Article 46* stipulates: “*The State shall supervise the rational utilisation of natural resources to protect and improve living conditions, and to preserve and restore the environment*”. It means that

indirectly all the Sustainable goals are subjected under the jurisdiction of the Constitution, thereby not being ignored by the Belarusian society<sup>31</sup>.

Sufficient attention is paid to the protection of water systems (goal № 6) and to the rational use of water resources and sanitation in Belarus. There are no problems with the availability of water sources in the country, but the hydrological services intensively monitor the state of reservoirs and water systems, and pay special attention to the protection of the environment<sup>32</sup>.

Ensuring access to affordable, reliable, sustainable and modern energy sources for all is provided on the basis of the Law of the Republic of Belarus of January 8, 2015 No. 239-Z “About energy saving”. The sphere of energy saving is subjected to the state regulation and is based on the following principles: energy security and the country’s energy independence, efficient and rational use of fuel and energy resources, priority of the introduction of energy-efficient equipment, scientific and technical validity of the implemented measures, systematic and hierarchical management.

Goal № 9, for example: to build resilient infrastructure, promote sustainable industrialisation and foster innovation – is implemented on the basis of regulatory documents controlling the activities of various sectors and organisations. For example, this very Law of the Republic of Belarus of January 8, 2015 No. 239-Z “About energy saving” assumes that the state develops a strategy and exercises control over the sphere of energy saving. For these purposes, national, sectoral, and regional energy-saving programs have been created, technical norms and standards have been established under the control of the state, using criteria for assessing compliance with the requirements of

---

<sup>31</sup> Constitution of the Republic of Belarus// Newspaper “Zvyazda”. - 1996. - 27 Nov. (No. 276). - Text: direct.

<sup>32</sup> The Law of the Republic of Belarus of November 26, 1992 No. 1982-XII “About Environmental Protection” (ed. of 18.12.2019) // ETALON. Legislation of the Republic of Belarus/National Center for Legal Information of the Republic of Belarus. – 2021. - Text: electronic.

technical regulatory legal acts, criteria for setting energy-saving assessment indicators and conducting energy surveys, state expertise of energy efficiency and supervision in the field of energy conservation have been provided, and so on.

Belarus is a socially oriented state. The protection of its citizens and the support of people in difficult life situations is the main priority of public administration. It is necessary to point out the stability of the country's social policy: every citizen has access to free education and medicine, pension support is provided, as well as financial assistance for the birth of children, etc. At the constitutional level, equality of rights of men and women in all spheres of activity is enshrined: in education and work, raising children, receiving benefits and social guarantees, receiving fair remuneration depending on the economic results of work, but not below the minimum subsistence.

The social orientation of the Belarusian state itself presupposes the achievement of goals № 1 – 5. The system of allowances and benefits, the pension system, and financial support for poor and large families make it possible to provide support for socially vulnerable citizens and thereby eliminate poverty in all its forms (goal № 1). Since 2015, the country has introduced a social program, under which families are provided with family capital when the third and subsequent children appear in the family. The amount of such one-time payment is equivalent to 10 thousand US dollars. Thus, the state also stimulates demographic growth and provides conditions for future economic growth (goal № 8), and promotes the well-being of the most important unit of the society – the family (goal № 3).

The sociality of the Belarusian state is aimed at eliminating hunger, ensuring food security and improving nutrition, and promoting sustainable agricultural development. Since the beginning of 2021, the list of socially significant goods, the prices of which are regulated by the Ministry of Antimonopoly Regulation and Trade, has been supplemented with such products as semi-smoked sausages, margarine, barley grits, fresh garlic, fresh

sweet pepper, paper tissue<sup>33</sup>. Every year, such lists are updated and improved, which indicates the constant involvement of the Belarusian state in the management of the social sphere. In order to eliminate hunger, low-income families are supported and provided with free food for children during the first two years of life. At the birth of twins and more children, this type of state targeted assistance is provided regardless of the family income. All children under 3 years of age are provided with free medicines.

Articles 2, 7 and 22 of the Constitution of the Republic of Belarus declare the principles of *non-discrimination, legality and priority of law*. These articles define a Person, his rights and freedoms as the highest value, proclaim the rule of law in the country, equality before the law, protection of rights and non-discrimination of legitimate interests. These articles of the Constitution formed the basis of the existing legal framework of the country, which determines the following provision: access to the civil service and access to public services must be provided without any distinction on the grounds of race, color, sex, language, religion, political or other opinion, national or social origin, property status, place of birth, disability, etc. This provision is regulated by the Law of the Republic of Belarus of 09.01.2002 No. 90-Z “About Consumer Rights Protection”, The Labor Code of the Republic of Belarus, the Decree of the President of the Republic of Belarus of December 15, 2016 No. 466 “About approval of the Program of social and economic development of the Republic of Belarus for 2016-2020”, the Resolution of the Council of Ministers of the Republic of Belarus No. 18 of January 12, 2017 “About Approval package of measures for the program implementation of the Program of Socio-Economic Development of the Republic of Belarus for 2016-2020”, the Resolution of the Council of Ministers of the Republic of Belarus No. 748 of December 21, 2020

---

<sup>33</sup> The Republic of Belarus. Resolutions. About the amendment of the Resolution of the Council of Ministers of the Republic of Belarus of January 17, 2014. No. 35: the Resolution of the Council of Ministers of the Republic of Belarus of January 18, 2021. No. 22. – National Center for Legal Information of the Republic of Belarus. – 2021. - Text: electronic.

“About the State Program “Social Protection” for 2021-2025”, the Resolution of the Council of Ministers of the Republic of Belarus of January 29, 2021 No. 56 “About the State Program” Small and Medium-sized Enterprises” for 2021-2025», the Resolution of the Council of Ministers of the Republic of Belarus of January 29, 2021 No. 53 “About the State Program” Culture of Belarus” for 2021-2025”, the Resolution of the Council of Ministers of the Republic of Belarus No. 793 of December 30, 2020 “About the National Action Plan for Gender Equality in the Republic of Belarus for 2021-2025”, the Law of the Republic of Belarus of 09.01.2002 No. 90-Z “About Consumer Rights Protection”, the Resolution of the Council of Ministers of the Republic of Belarus No. 1454 of December 14, 2005 “About procedure for the organization of work with citizens in the bodies registering acts of civil status for issue of the references or other documents containing confirmation of the facts having legal value”. The principle of *non-discrimination* is also reflected in the Electoral Code, the “National Strategy for Sustainable Socio-Economic Development of the Republic of Belarus until 2030”, approved by the Presidium of the Council of Ministers of the Republic of Belarus (Protocol of the meeting No. 10 dated 2 May, 2017), the Decree of the President of the Republic of Belarus No. 466 of December 15, 2016 “About Approval of the Program of social and economic development of the Republic of Belarus for 2016-2020”, the Resolution of the Council of Ministers of the Republic of Belarus No. 18 of January 12, 2017 “About Approval package of measures for the program implementation of the Program of Socio-Economic Development of the Republic of Belarus for 2016-2020”, the Resolution of the Council of Ministers of the Republic of Belarus No. 748 of December 21, 2020 “About the State Program “Social Protection” for 2021-2025”. Any discrimination based on gender, race, nationality, social origin, property, religion, belief or membership in political parties and other public associations and etc. is prohibited in the provision of public services, as well as on admission to the civil service.

The effectiveness of public administration is considered as a complex and interrelated process with other spheres of life of society and the state. That is why there are several areas in which work should be carried out at once. At the same time, the achievement of the Sustainable Development Goals remains one of the priorities and international obligations of the Republic of Belarus, which the country's leadership takes extremely seriously and responsibly. This issue (effective public administration) includes the plans to introduce elements of e-government in Belarus, providing easier and faster access to public services, without unnecessary red tape and bureaucracy, as well as significantly increasing the speed of decision-making and transparency in the process of public administration. That is why the republic carefully examines the best practices in this area, actively develops its own products, and promotes the digital agenda within the framework of integration associations in which Belarus is involved (primarily in the EAEU).

Belarusian society is focused on the implementation of the Sustainable Development Goals in its subsystems, green initiatives are involved, environmental policy is carried out; action plans and strategies are actively developed for the transition to the principles of sustainability, rethinking the existing forms of interaction between the state and public organizations and business. The Concept of Sustainable Development has formed the basis of all institutions of the Republic of Belarus, but it cannot be implemented independently and without control and requires special management efforts and an effective approach.

The Sustainable Development of Belarus means a balanced economic growth, a competitive market economy and stable prices, the state's focus on the well-being of people and social needs, and environmental protection.

In the Republic of Belarus, the achievement of the Sustainable Development Goals is based on *the principle of consistency*. The 2030 Agenda is implemented at all levels of government, starting from the head of state, supra-departmental management, including intra-organizational management,

and ending with local authority and self-government bodies and economic management.

In the implementation of some areas of the Concept of Sustainable Development, the management of the Belarusian state assumes the distribution of powers between different levels of government based on the *principles of subsidiarity and proportionality*. Responsibility for the results of sustainable development is transferred to local authority and self-government bodies: powers in the field of landscaping, environmental protection and public order protection. In the future, it is also planned to fully transfer powers in the field of public services, road construction, support for small and medium-sized businesses, in the social sphere, etc.

Subsidiarity is regulated by the Decree of the President of the Republic of Belarus of December 15, 2016 No. 466 “About Approval of the Program of social and economic development of the Republic of Belarus for 2016-2020”, the Resolution of the Council of Ministers of the Republic of Belarus No. 18 of January 12, 2017 “About Approval package of measures for the program implementation of the Program of Socio-Economic Development of the Republic of Belarus for 2016-2020”, the Resolution of the Council of Ministers of the Republic of Belarus No. 748 of December 21, 2020 “On the State Program “Social Protection” for 2021-2025” and etc.

Effective public administration makes a great contribution to the achievement of the Sustainable Development Goals of Belarus and the implementation of the 2030 Agenda in a global perspective. The implementation of public administration to achieve the Sustainable Development Goals is based on *the principle of a combination of centralization and decentralization* (Law of the Republic of Belarus of January 4, 2010 No. 108-Z “About local authority and self-government in the Republic of Belarus”<sup>34</sup>). This means that the achievement of the Goals is under the control

---

<sup>34</sup> The Law of the Republic of Belarus of January 4, 2010 No. 108-Z “About Local authority and self-government in the Republic of Belarus” (ed. of 18.12.2019)//ETALON. Legislation

of the President of the Republic of Belarus. Management is carried out from the center by the republican bodies of state administration, the Council of Ministers of the Republic of Belarus. Special institutions have also been established in the country, and the principles of sustainable development are being implemented at all levels of government to reduce global inequality and preserve conditions for the benefit of future generations. The Decree of the President of the Republic of Belarus No. 181 of 25.05.2017 “About the National Coordinator for Achieving the Sustainable Development Goals” defined the list of state bodies and other organizations responsible for implementing the Sustainable Development Goals, including the regional and Minsk City executive committees. The first National Coordinator for Achieving the Sustainable Development Goals (Deputy Chairman of the Council of the Republic of the National Assembly of the Republic of Belarus Marianna Shchetkina) was appointed. In all state structures and subordinate organizations, they implement indicators of the Sustainable Development Goals when planning and forecasting the work of organizations, define criteria for monitoring the achievement of Goals, and mechanisms for organizational and methodological support and control. The Council for Sustainable Development has been established as an advisory and consultative body, whose activities are coordinated by the National Coordinator. In February 2020, Deputy Chairman of the Council of the Republic Anatoly Isachenko was appointed to the post of National Coordinator<sup>35</sup>.

The decentralization of public administration is also noticeable in the implementation of the 2030 Agenda. Powers are transferred to local authority

---

of the Republic of Belarus/National Center for Legal Information of the Republic of Belarus. – 2021. - Text: electronic.

<sup>35</sup> Ministry of Foreign Affairs of the Republic of Belarus. Sustainable development: website-Minsk, 2021. - URL: <https://mfa.gov.by/multilateral/sdg/> (date of access 15.03.2021). - Text: electronic.

and self-government bodies: local executive committees, local administrations, local Councils of Deputies. In this case, hierarchical subordination to the President of the Republic of Belarus and the Council of Ministers is not assumed, as in the case of local administrations and executive committees. The powers to implement the Agenda 2030 are exercised by rural, city, district, village, and regional Councils. The positive side of such activities is that these Councils solve issues of a local scale, a specific territorial unit, have an idea of agricultural activities and the socio-economic situation of a particular area, village, and act both in the public interest and in the interests of the population living in this territory.

Another principle of effective public administration is *the principle of comprehensive implementation* of the Agenda 2030. In this context, on the one hand, it is necessary to note the complexity of legislative and other normative acts regulating the implementation of the Sustainable Development Goals of Belarus. On the other hand, the complexity of opportunities for the development of Local agendas, which, in addition to state bodies and regional and local bodies, includes public organizations, foundations and non-governmental structures working in the field of sustainable development, expert, coordination, public councils on sustainable development issues under state and local authorities, lectures, clubs, circles on the topic of sustainable development, information and network structures and objects (information centers, corners in libraries, schools, executive committees, in enterprises and organizations). So the planning of budget expenditures in the country is carried out on the basis of a comprehensive transition. At the same time, budget expenditures are distributed and controlled through a built-up hierarchy of program-target budgeting, which contributes to increasing the efficiency and effectiveness of spending funds.

*The principle of competence and professionalism* is reflected in the Labor Code. All institutions must perform their functions effectively and have sufficient experience, resources and means to carry out their tasks. Belarus also

has Law No. 204-Z “About Public Service in the Republic of Belarus” of June 14, 2003. The law lays down the following principles of public service: the supremacy of the Constitution of the Republic of Belarus, service to the people of the Republic of Belarus, legality; priority of human and civil rights and freedoms, guarantees of their implementation; humanism and social justice; transparency; professionalism and competence of civil servants; control and accountability, personal responsibility for non-performance or improper performance of their official duties; voluntary admission of citizens to public service; equal access of citizens to any positions in the civil service and promotion in the civil service in accordance with their abilities, professional knowledge and education; stability of the civil service in order to ensure the continuity of power; economic, social and legal protection of civil servants.

It is worth noting that the basic principles of effective public administration are not enshrined in a special law, but they are laid down in the legislative and regulatory framework of the country. Thus, the Law of the Republic of Belarus of July 15, 2015 No. 305- Z “About combating corruption” regulates some issues of the civil service, since it is important to ensure the control of the integrity of civil servants, to exercise supervision in order to prevent corruption of structures. Special anti-corruption commissions are established in accordance with the procedure established by the Council of Ministers of the Republic of Belarus, whose activities are carried out in the republican bodies of state administration and other state organizations subordinate to the Government of the Republic of Belarus, in all executive committees, local administrations.

This law defines a set of measures for planning and coordinating the activities of state bodies, establishes restrictions and financial control requirements for public officials in order to prevent corruption, provides mechanisms for improving the system of state bodies, personnel work and procedures for resolving issues that ensure the protection of the rights, freedoms and legitimate interests of individuals and legal entities, distinguishes between

the personal and official duties of public officials, the mechanisms of recruitment, selection, training, and promotion in accordance with the principles of efficiency and fairness of their activities.

In order to implement *the principle of professionalism*, anti-corruption training is organized for public officials, and similar training is also provided to persons studying in educational institutions. As in most countries, the Republic of Belarus has a fairly large regulatory framework regulating administrative ethics. This includes the criminal law, the law on public service, the law on declaration, the laws on ethics, and others. Some legal acts provide for vocational education as a pre-emptive requirement. For example, the Customs Code of the Republic of Belarus stipulates that a customs official must have an appropriate education (Part 2 of Article 256). Strategic human resources management is reflected in the Labor Code of the Republic of Belarus.

It is important for a manager to have *integrity*. The observance of moral principles is a fundamental provision in the activities of civil servants. Duties must be performed fairly and justly. For this purpose the State bodies and other state organizations are obliged to conduct competitions, auctions and other procedures provided for by legislative acts while making decisions. These areas include issues related to the disposal of state property, procurement, the involvement of individuals in the implementation of state programs, the selection of suppliers for state needs, and others. For example, public procurement is carried out in accordance with the Law of the Republic of Belarus of July 13, 2012 No. 419-Z “About Public Procurement of goods (works, services)” and other legislation on public procurement. These processes are open, the information is publicly available, and is posted on the official websites of government agencies. The principle of integrity is also reflected in other documents and laws, such as the Law of the Republic of Belarus of June 14, 2003 No. 204-Z “About Public Service in the Republic of Belarus”, the Law of the Republic of Belarus No. 455-Z of November 10, 2008 “About information, informatization and information protection”, the Decree of the

President of the Republic of Belarus No. 590 of December 31, 2013 “About Certain issues of Public Procurement of Goods (Works, Services)”, the Resolution of the Council of Ministers of the Republic of Belarus No. 143 of March 12, 2020 “About the State Program “Public Finance Management and Financial Market Regulation” for 2020 and for the period until 2025” and others.

*The principle of sustainability and equity between generations* implies the creation of comfortable living conditions for future generations, and not only ensuring the needs and well-being of the present. On this basis, government agencies should assess the impact of ecosystem factors on the sustainable development of the country. In the Republic of Belarus ecosystem management is carried out within the framework of the Resolution of the Council of Ministers of the Republic of Belarus of February 19, 2021 No. 99 “About the State Program “Environmental Protection and Sustainable Use of Natural Resources” for 2021-2025”, The Law of the Republic of Belarus of November 15, 2018 No. 150-Z “About Specially protected natural areas” and other regulatory documents. The State Program “Comfortable Housing and a Favorable Environment” for 2021-2025 has been developed<sup>36</sup>.

*The implementation of sound public policy* is accepted as a fundamental principle in public policy planning and management. In a practical application this means that draft legislation, plans and programs must be monitored for their compliance with the provisions of the National Strategy for Sustainable Development of the Republic of Belarus.

*The principle of coordination and cooperation* is implemented through the coordination of sustainable development strategies between the republican bodies of state administration and regional executive committees, local entities.

---

<sup>36</sup> The Republic of Belarus. Resolutions. On the State Program “Comfortable Housing and a Favorable Environment” for 2021-2025: The Resolution of the Council of Ministers of the Republic of Belarus No. 50 of January 28, 2021. – National Center for Legal Information of the Republic of Belarus, 2021. - Text: electronic.

For example, every 5 years, the relevant structures, together with the Ministry of Economy of the Republic of Belarus and the Commission on Sustainable Development, convene a Congress on Sustainable Development, which discusses the results achieved in the implementation of the National Strategy for Sustainable Development, develops and makes proposals for the next fifteen years. The principle is implemented on the basis of the Decree of the President of the Republic of Belarus of 25.05.2017 No. 181 “About the National Coordinator on Achieving the Sustainable Development Goals”, the Resolution of the Council of Ministers of the Republic of Belarus No. 143 of March 12, 2020 “About the State Program “Public Finance Management and Financial Market Regulation” for 2020-2025 period”. However, there is a need to continue to improve coordination and dialogue between public authorities at all levels and in all functional areas, in particular in the development of unified registers of information and databases, which will be accessible to all public entities.

Public administration for achieving the Sustainable Development Goals is also based on *the principle of involvement in international initiatives in the field of sustainable development*. The participation of the Republic of Belarus in such initiatives, firstly, helps to strengthen the country's position in the international arena, and secondly, the implementation of the Global Sustainable Development Goals cannot be carried out in isolation from full-scale international relations.

*The principle of participation* is implemented in order to ensure the active participation of all interested groups in solving issues concerning them. The regulatory process of public consultations is laid down in Article 7 of the Law of the Republic of Belarus No. 130-Z of 17.07.2018 “About Regulatory Legal Acts”. Draft normative legal acts on the development of entrepreneurship, on the implementation of entrepreneurial activities and on environmental protection are submitted for discussion at meetings of expert councils, information about them is necessarily posted on the official websites of state

bodies<sup>37</sup>. Expert councils for the development of entrepreneurship are established under the republican bodies of state administration and other state organizations. Forums and conferences of various stakeholders are convened. For example, on April 12, 2019, a round table was held on the topic “Practical aspects of forecasting the effectiveness of the application of legislation and public participation in the rule-making process”, dedicated to the implementation of certain provisions of the Law of the Republic of Belarus of July 17, 2018 No. 130-Z “About Normative Legal Acts” and the subordinate acts adopted in its development. The forum was organized by the National Center for Legislation and Legal Research and the Council of Europe<sup>38</sup>.

The public also has the right to influence the decision of issues, through which they certainly must be processed. The Law of the Republic of Belarus No. 300-Z of 18.07.2011 “About appeals of citizens and legal entities” provides for opportunities for the public to participate in solving issues, including in the field of public administration, namely: to send written, electronic or oral appeals to state bodies, to make comments and suggestions in the book of complaints and suggestions.

A special form of implementation of the principle of participation **can be called the All-Belarusian People's Assembly**. This forum is held every five years (1996, 2001, 2006, 2010, 2016, 2021) and it has a national significance. It brings together representatives of all spheres of activity and social groups. The focus is on socio-economic issues. In 2021, all citizens had the opportunity

---

<sup>37</sup> The Republic of Belarus. Resolutions. About the organization of public discussion of draft normative legal acts on the development of entrepreneurship, issues of entrepreneurial activity and amendments to the Resolution of the Council of Ministers of the Republic of Belarus of December 31, 2008 No. 2070: The Resolution of the Council of Ministers of the Republic of Belarus of March 20, 2012 No. 247. – National Center for Legal Information of the Republic of Belarus, 2021. - Text: electronic.

<sup>38</sup> The National Legal Internet Portal of the Republic of Belarus. News: website-Minsk, 2021. - URL: <https://pravo.by/novosti/novosti-pravo-by/2019/april/33956/> (date of access 15.03.2021). - Text: electronic.

to submit their proposals through the feedback form on the official website of the event, thereby exercising the right to participate in state affairs, and not only through elections and referendums, the activities of deputies and parliament.

At the legislative level, the principle of participation is reflected in the Electoral Code of the Republic of Belarus, “National Strategy for Sustainable Socio-Economic Development of the Republic of Belarus until 2030”, approved by the Presidium of the Council of Ministers of the Republic of Belarus (Protocol of the meeting No. 10 of May 2, 2017), the Decree of the President of the Republic of Belarus No. 466 of December 15, 2016 “About Approval of the Program of Socio-economic Development of the Republic of Belarus for 2016-2020”, the Resolution of the Council of Ministers of the Republic of Belarus No. 18 of January 12, 2017 “About Approval of a package of measures for the implementation of the Program of Socio-Economic Development of the Republic of Belarus for 2016-2020”, the Resolution of the Council of Ministers of the Republic of Belarus No. 748 of December 21, 2020 “About the State Program “Social Protection” for 2021-2025”.

*The principle of scientific knowledge*, although it has neither a clear constitutional nor legislative basis, is one of the most important principles of effective public administration. It is science that offers answers to the questions of optimal system construction, development and implementation of new effective forms and progressive methods of managing this system, and optimizes the achievement of results. In Belarus, this principle is implemented by combining advanced scientific knowledge with management decisions. Scientific activity is regulated by the Law of the Republic of Belarus of October 21, 1996 No. 708-XIII “About scientific activity” and the Law of the Republic of Belarus of January 19, 1993 No. 2105-XII “About the fundamentals of the State scientific and technical policy”. At the present stage, foresight forecasting and IT technologies are used in public administration. A system for evaluating the activities of the state apparatus is based on the principle of scientific approach, and e-government technology has been introduced. However, it is

necessary to implement it in improving the system of public monitoring, to create mechanisms of interaction between the state, society and business with the expanded use of e-government technologies.

Such events lay down the *principle of transparency, openness and intelligibility*, which involves the submission of key provisions and problems of sustainable development, the most important draft legislations in this area for public discussion, as well as the joint development of recommendations for public administration. Expert groups and subgroups have been created to implement this task, which include representatives of various circles, including academic ones, and involve international and Belarusian, state and public organizations. Together, proposals and directions for their implementation, methodological and scientific support for activities are developed. Transparency is ensured through the publication of all planned and regulatory legal documents in the general press and the promotion of dialogue with civil society. The provision on the participation of civil society in the discussion of draft laws and issues of national and local significance is regulated by Article 37 of the Constitution of the Republic of Belarus and was developed in Article 6 of the Law of the Republic of Belarus “About Local Authority and Self-Government in the Republic of Belarus” and other legislative acts.

The principle of *transparency* is reflected in the articles of the Constitution of the Republic of Belarus, the Decree of the President of the Republic of Belarus of December 15, 2016 No. 466 “About Approval of the Program of social and economic Development of the Republic of Belarus for 2016-2020”, the Resolution of the Council of Ministers of the Republic of Belarus of January 12, 2017 No. 18 “About approval of a package of measures for the implementation of the Program of Socio-economic Development of the Republic of Belarus for 2016-2020”.

The Law of the Republic of Belarus of July 15, 2015 No. 305-3 “About combating Corruption” also provides for ensuring transparency in the activities

of public officials and persons equated to them, unless otherwise provided by legislative acts.

Budget transparency is ensured by the Law of the Republic of Belarus No. 73-Z of December 29, 2020 “About the Republican Budget for 2021” and the same Law of the Republic of Belarus No. 305-3 of July 15, 2015 “About Combating Corruption”, which prohibits financing the activities of state bodies and other organizations from sources not provided for by legislative acts; offers punishments for the committed acts.

***The principle of ownership and accountability*** formed the basis of Law No. 204-Z “About Public Service in the Republic of Belarus” of June 14, 2003. A public official is obliged to submit reports in accordance with the procedure established by law and bear personal responsibility for non-performance or improper performance of their official duties. This principle is laid down in the State Program “Public Finance Management and Financial Market Regulation” for 2020 and through 2025 and is spelled out in the Law of the Republic of Belarus of July 12, 2013 No. 57-Z “About Accounting and Reporting” and other regulatory documents. The activities of institutions must be transparent, information is accessible, allowing only certain exceptions provided for by law to ensure accountability and the possibility of public control.

***The principle of permanent monitoring and evaluation*** of the effectiveness of socio-economic sustainable development programs based on the analysis of qualitative and quantitative indicators allows us to systematize the results of the Belarusian socio-economic model and compare them with the development models of neighboring states. The implementation of the sustainable development strategy is monitored at the State level. Attention is also paid to the optimization of management decision-making mechanisms.

***The principle of inclusivity*** is reflected in the Constitution and a number of normative documents, including the Law of the Republic of Belarus of November 11, 1991 No. 1224-XII “About social protection of disabled persons in the Republic of Belarus” and the Resolution of the Council of Ministers of

the Republic of Belarus of June 13, 2017 No. 451 “About approval of the National Action Plan for the implementation of the provisions of the Convention on the Rights of Persons with Disabilities 2017-2025”<sup>39</sup>. The State Program “Social Protection” for 2021-2025 was developed and approved by the Resolution of the Council of Ministers of the Republic of Belarus No. 748 of December 21, 2020. The program provides for the implementation of activities in two areas: “Social services and social support” and “Accessible living environment for people with disabilities and physically impaired persons”. It is planned to ensure the accessibility of social infrastructure facilities, the road network, vehicles and transport infrastructure, to ensure information accessibility, as well as to form a positive attitude in society towards disabled people.

State decisions are made taking into account the needs of the disabled and physically impaired persons. To date, the transport and social infrastructure has been improved (low-floor passenger urban transport, special compartments in trains, arrangement of pedestrian crossings, stops, lowering the height of curbs, installation of self-service devices, development of remote banking systems, introduction of electronic queues, registration and delivery of bank payment cards, development of delivery services, etc.). Information accessibility is ensured by publishing books with the use of raised-dot Braille, adapting some programs on state TV channels for people with hearing impairments, showing films with subtitles, and so on. Actions are being held to attract public attention to the problem, and further search for opportunities to improve the quality of life of people with disabilities is being carried out. Improving the quality of services and infrastructure is still relevant, which is

---

<sup>39</sup> The Republic of Belarus. Resolutions. About the approval of the National Action Plan for the Implementation of the provisions of the Convention on the Rights of Persons with Disabilities in the Republic of Belarus for 2017-2025 : the Resolution of the Council of Ministers of the Republic of Belarus No. 451 of June 13, 2017. – National Center for Legal Information of the Republic of Belarus, 2021. - Text: electronic.

reflected in the “National Strategy for Sustainable Socio-Economic Development of the Republic of Belarus until 2030”, approved by the Presidium of the Council of Ministers of the Republic of Belarus.

*The principle of "No one should be forgotten".* Public policies must take into account the needs and aspirations of all segments of society, including the poorest and most vulnerable to ensure that all people can realize their potential in dignity and equality. The state policy of Belarus is aimed at improving the social standards of life of the population as the country's economic growth continues. Special attention is paid to rural areas. The policy is aimed at ensuring a high standard of living, expanding local self-government in solving socio-economic, environmental and environmental problems. Priority is given to strengthening interregional ties, the development of small urban settlements, agro-towns, satellite cities. All this will ensure the country's economic security, increase the efficiency of the tax system, preserve the social and strengthen the “green” vector of budget spending, and stimulate investment.

Thus, many of the principles applied to ensure effective public administration in order to implement the 2030 Agenda are laid down in the constitutional and legislative framework of the Belarusian state. Many challenges remain to be addressed in the long and short term. For example, at the moment, the National Strategy for Sustainable Development includes the possibility of adopting a code of sustainable development. Such a regulatory document will make it possible to distinguish between the functions of state and economic management, oblige business entities to provide indicators of sustainability and their effectiveness, and define measures of responsibility for decision-making evasion and other manifestations of bureaucracy. Based on the principle of partnership between all administrative-territorial units and the public the local strategies for sustainable development will be proposed, the resources will be redistributed, and the regions will be self-financed. The implementation of such measures will ensure the dynamics to achieve the

quality of the Belarusian public administration system and its promotion in international rankings.

The National Strategy for Sustainable Development in the interests of Future Generations also includes the principle of a resource-saving organizational structure – “lean production”, which implies improving the regulatory and legal regulation of small and medium-sized businesses, taking into account the interests of society, business and government; deepening of cross-border cooperation, namely, the development of partnership within the EEU, the development of the legal framework for the effective work of the EEU governing bodies; cooperation with international organizations: participation in UN human development programs (UNDP), creating conditions for the full realization of the rights and potential of children and young people (UNICEF), Environment Programme (UNEP), cooperation with the Global Environment Facility (GEF), etc. Special attention will be paid to the development of bilateral mutually beneficial cooperation with the People's Republic of China.

## **Conclusion**

It should be pointed out that the Republic of Belarus is not only reviewing and improving approaches to the implementation of the Sustainable Development Goals, but also improving its institutional mechanisms. The Republic is interested in creating an effective management system for sustainable development. In this regard, the country's strategic goal is to improve the efficiency of public administration in the context of ensuring sustainable socio-economic development and achieving high positions in global economic competition.

Belarus is looking for its own way to implement the Agenda 2030, using foreign experience. However, foreign practices are not a benchmark for development. In this regard, the Belarusian model is often criticized, especially by Western partners in terms of non-compliance of the Belarusian system with

the basic criteria. At the same time, the existing experience shows that the practice of public administration in Belarus in the implementation of the SDGs is often more effective than the proposed Western models.

Although the country does not have a law on public administration, but in 2015 a presidential decree established key performance indicators for the heads of state bodies. In accordance with them, the Council of Ministers sets a number of indicators, including in the framework of achieving the Sustainable Development Goals. Based on the proposals of government bodies and other State organizations, the Council has formed a national system of indicators to monitor the achievement of the SDGs. Currently, organizational work is being carried out to nationalize the SDG indicators by integrating them into national, state, republican, sectoral and regional development strategies, programs and plans that determine the work of the Government, central and local authorities.

A comprehensive and interrelated improvement of its socio-ecological and economic model and the skillful harmonization of public administration are envisaged to ensure the sustainable development of the country. The effectiveness of public administration should be assessed by the following parameters: security, international recognition, the ability of the state to provide access to quality education and health care, the ability to involve the regions, the ability to provide basic infrastructure (transport capabilities, registration, statistics), the ability to replenish the treasury – taxation, the ability to organize management: the structure of public administration, procedures and selection of management personnel, rational consumption of goods and services, maximum conservation of ecosystems in the process of natural resource management, cooperation with international partners and international organizations, development of integration processes with the countries of the Eurasian Economic Union, primarily with Russia and other states.

Today it is necessary to take into account that both countries are involved in the implementation of the UN SDGs as part of the implementation of the Union State project. So it is extremely important to harmonize our approaches,

including in matters of effective public administration. And it is necessary to introduce common criteria for evaluating efficiency, which can have a positive effect through the synergy of both systems, in order to coordinate public administration in both countries. In addition, joint implementation and preparation of joint projects in terms of improving public administration should be carried out.

## GEORGIA

**Author: Ekaterina R. Bostoganashvili**

Lecturer at the Department of Management, Marketing and  
Foreign Economic Activities

Moscow State Institute of International Relations (MGIMO University)

Since September 2015, Georgia has joined the UN member states in the process of implementing the Sustainable Development Goals (SDGs). The final document “Transforming Our World: The 2030 Agenda for Sustainable Development” contains 17 global goals and 169 targets. Thus, to achieve progress until 2030, a national action plan is drawn up for each goal and adjusted to the national context.

Within the working groups, experts from public organizations and the representatives of government agencies regularly meet to adjust the work within the UN document, in particular, to create a National Strategy. The working group includes the representatives of some non-governmental organizations, which focus on the goals set out in the UN document. Taking into account new challenges and as a result of lengthy consultations, the country managed to determine the internal priorities of the SDGs. It is important to note that the

implementation of each task is scheduled in time and basic indicators, that should be achieved by 2030, have been identified.

Georgia is actively developing its own program and strategy for sustainable development. The Sustainable Development Goals serve as a kind of benchmark and allow the country to align its own plans with global commitments. The process of defining and formulating the adjusted sustainable development goals and developing indicators led to the creation of a set of multi-sectoral and strategic documents at the national level, namely: Social-economic Development Strategy “Georgia 2020”, National strategy for the protection of human rights in Georgia, EU-Georgia Association Agenda, Public Administration Reform Roadmap and etc.

The Social-economic Development Strategy indicates that the economic policy of the state should ensure inclusive economic growth. Within this framework, the key principle of the country's economic development strategy is to ensure the freedom of the private sector, as well as the existence of an effective and transparent government. An important aspect is the formation of an economic order that would ensure the freedom of private enterprise, the rule of property rights and the protection of the state. The priority areas for inclusive economic growth are the improvement of business and investment environment, the promotion of export growth, the promotion of technology and innovation development, the development of infrastructure and labor resources with a focus on labor market demands, the improvement of the quality and accessibility of the healthcare system, social security, the development of financial intermediation, the mobilization of investment resources, etc.

As a result of the thematic analysis, several priority areas of the country's state policy were identified to achieve the SDGs. The Reform Plan of the Government of Georgia emphasizes the importance of reforming the following areas: economic reform, education reform, territorial development (regional development and infrastructure development), and governance reform.

In addition, the Government is puzzled by the issues of improving the efficiency of public spending on health, in particular by improving the efficiency of governance and preventive measures, developing a reliable and stable energy sector, supporting economic development in the context of sustainable use of natural resources and environmental protection, and promoting social integration, building confidence within society and ensuring the necessary conditions for internally displaced persons (in accordance with the adopted National Strategy).

The Government of Georgia notes the importance of human capital in achieving sustainable development goals and improving the well-being of the whole society. This emphasizes the need to ensure the accessibility of education, professional and personal development of employees, labor productivity growth and the gender equality in the matters of employment, education, electoral environment, etc. For many years, the NGO has been working on transforming the entrenched patriarchal traditions and changing the mentality in relation to the often-disenfranchised position of women. NGOs' recommendations are also reflected in the National Action Plan of Georgia on Sustainable Development on the Status of Ethnic Minorities and Gender Equality. By 2030, the country plans to reduce the number of early marriages, sexual and other types of violence, eliminate gender discrimination, increase the number of women in leadership positions, in particular, in leadership positions in government structures, the judicial system by 30% and 20%, respectively. Among other things, an important area in the implementation of the SDGs is global equality, namely, issues related to the situation of ethnic minorities: promoting the realization of the rights of ethnic minorities to receive education, preserving traditions, language, culture, increasing access to information in a language accessible to ethnic minorities and much more.

Despite the fact that Georgia has a legal framework that provides for comprehensive protection from violence, the global goals of building a peaceful society have not yet been achieved. Thus, according to the National Indicators,

it is expected that by 2030 there will be a decrease in all types of violence by about 10-15%.

The human capital development and social security are covered by SDGs №1, 2, 3, 4, 8, 10 (end poverty in all its forms everywhere, end hunger, ensure food security, improve nutrition and promote sustainable agriculture, ensure healthy lives and promote well-being for all at all ages, ensure quality education, promote sustainable economic growth, full and productive employment, reduce inequality). The Georgian government strives to form a stable policy to support the poor and socially vulnerable groups of the population. Since 2015, the share of the population living below the poverty line has decreased by 9.7%. This indicator is projected to reach 20% by 2030 (SDG 1.2.1). Despite the positive numbers, 1/5 of Georgia's population still lives below the national poverty line. In addition, there remains a large gap in the income of the population. At the moment, the main mechanism for supporting low-income families is the program of targeted social assistance. As of May 2020, 12.3% of the population of Georgia received targeted social assistance, which is 51 thousand people, more than in May 2015. However, the current program does not meet the needs of all the segments of the population. In addition, the coronavirus pandemic has also highlighted the flaws in the country's social security system. Despite this, every year Georgia improves the mechanisms to support socially vulnerable groups of the population, and social expenditures make up a large part of the state budget.

About 40% of Georgia's population lives in rural areas and is employed in agriculture. This underlines the essential role of agricultural development in ensuring the safety, reliability and availability of food for the population of the country. Thus, the Government of Georgia approved the Agricultural Development Strategy for 2021-2027. As part of the Strategy, the Government expects to increase agricultural production and rural household income by 29% and 36%, respectively. The document also outlines the importance of protecting ecosystems and adapting to climate change. However, the irrational use of soil

is still one of the key agricultural problems in Georgia and negatively affects the country's productivity. The national action plan includes the development of the agricultural land market, the introduction of the latest approaches to land use, raising the knowledge of farmers, etc.

In terms of health care, the country has also carried out many successful reforms, namely: The National Immunization Program, the State Health Insurance Program for children 0-5 years old, the Maternal and Child Health Public Program, aimed at reducing maternal and child mortality, reducing the number of premature births, congenital anomalies, increasing the financial and geographic accessibility to high-quality medical services. In 2016, in the country was launched an electronic system to track the health status of pregnant women. In addition, the Government of the country has developed a National Health Strategy (2017 - 2030).

It is important to note that, unlike many other countries in the region, Georgia still maintains a fairly high incidence of infectious diseases. So, for example, Georgia is among the countries with the highest rates of tuberculosis in the region. A key obstacle to disease control in the country is the high prevalence of TB drugs resistance. It is worth noting that in recent years, Georgia has managed to achieve a decrease in the incidence of tuberculosis and hepatitis C due to significant progress in the field of prevention and treatment. The country has developed and implemented the State Program on Tuberculosis Control (National Strategy for Tuberculosis Control in Georgia 2019-2022) and the Hepatitis C Elimination Program.

The country has also passed new anti-tobacco legislation effective May 1, 2018, prohibiting smoking in indoor public and workplaces, as well as advertising, sponsorship and promotion of tobacco products. In addition, in 2018, the Parliament of Georgia adopted the Labor Safety Law, which obliges employers to comply with labor safety standards.

Among other things, the country has developed a program to increase the birth rate. The authors of the document are convinced that the birth rate can be

increased by providing free medical care to pregnant women, increasing assistance for children, and helping parents to combine work with family responsibilities. The document also provides for the creation of an institute of responsible parents, the involvement of fathers in the upbringing of children, the expansion of centers for the care of young children and the development of a network of kindergartens. Within the framework of this document, the measures have been developed to improve the living conditions of pregnant women, in particular, the provision of free examinations, consultations, treatment throughout pregnancy and assistance in family planning. The document also refers to the creation of a program for the availability of reproductive health care in the high mountainous regions and villages of Georgia. Moreover, it is planned to raise public awareness of contraceptive methods in order to prevent abortion.

In recent years, Georgia has made significant progress in reforming the education and science system. The country managed to carry out a number of successful reforms that transformed the post-Soviet education system into a new system that meets modern world standards. These changes have taken a step towards creating a fair, affordable and cost-effective system. As part of the reforms, national curriculum was updated and expanded, the infrastructure of educational institutions was improved, the certification of teachers and educators was introduced, and it is also planned to popularize vocational education. The country still faces the problem of the low quality of education and the lack of connection between the education and labor market. Thus, the Ministry of Education and Science has developed an updated unified strategy and action plan for 2017-2021. This strategy was worked out with the help of foreign experts. One of the highest priority goals of the agency is the internationalization and modernization of science, innovation system to promote sustainable development of the country. The agency has started funding young scientists, joint research internships with international partners, etc. In addition, in 2014, under the Ministry of Economy and Sustainable

Development of Georgia was created the Agency for Innovations and Technologies, the purpose of which is to create an innovation ecosystem and provide assistance in this area. This Agency is a key executor of the information technology policy of the state. Over the past few years, two technology parks have been opened in the country, innovation laboratories and centers, as well as more than two dozen production laboratories have appeared.

Other category of measures taken by the Government of Georgia in terms of the implementation of the SDGs is related to the economic growth and correlates with SDGs №7,8,9,10,12 (ensure access to affordable, reliable, sustainable and modern energy sources for all; promote inclusive and sustainable economic growth, full and productive employment and decent work for all, build resilient infrastructure, promote sustainable industrialization and innovation, reduce inequality within and between countries, ensure sustainable consumption and production patterns). Since the adoption of the 2030 Agenda, the country has a CAGR of 4.1% (SDG 8.1). Of course, since 2015, the significant decline in world oil prices has negatively affected Georgia's main trading partners and slowed down the region's economic growth. Despite this, the country managed to maintain stable economic growth and the real GDP growth rate was 5.1% in 2019. Moreover, according to the World Bank's data, Georgia has moved from the lower middle income country category to the upper middle income country category. It's the first time the country has been put into this group.

The largest sectors of the Georgian economy are wholesale and retail trade (14%), real estate (12%), manufacturing (10%), construction (9%), agriculture and forestry (7%), public administration, defense and social security (7%), transport (7%), financial services and insurance (5%), etc. It is important to note the growing importance of the service sector, for example, the average annual growth rate of the tourism sector was 10% for the period 2015-2019. The government of the country strives to ensure that the share of tourism in GDP reaches 7.9% (SDG No. 8.9.1).

Sustained and inclusive economic growth continues to be a major challenge for Georgian economy, as most of the country's population is employed in relatively slow-growing sectors of the economy. With the aim of accelerating economic growth, as well as supporting the development of small and medium-sized businesses, the Government of Georgia is implementing several important programs in the agricultural and industrial sectors, in particular, the state program "Produce in Georgia". This program was created back in the summer of 2014 and the key goal was to stimulate local production in the country. In 2017, the agency of the same name was created and united most of the state programs aimed at the economic development of the country and assistance to the business sector. Within the framework of this program, in 2019, a strategy for attracting investments was approved, thus, about five new investment projects were created that attracted FDI (\$83 million) and created more than 800 new jobs<sup>40</sup>. At the moment, investor support is an important component of Georgia's domestic policy, as the country's government seeks to maximize production and reduce the country's import dependence. It should be noted that in addition to government support, many investors are attracted by the low level of taxation, ease of running and registering a business, the low level of corruption, and a stable banking system. So, for several years in a row, Georgia has occupied high positions in many ratings characterizing the ease of doing business, for example, in 2018, in the "Doing business" rating, it took the sixth position<sup>41</sup>.

The state program "Produce in Georgia" was divided into three key areas, namely: business management (the development of small and medium-sized businesses, start-ups and already operating companies), investments in Georgia

---

<sup>40</sup> «Produce in Georgia», 2020. – URL: <https://sputnik-georgia.ru/reviews/20200710/248946492/Kak-agentstvo-Proizvodi-v-Gruzii-pomozhet-biznesu-v-usloviyakh-pandemii.html> (date of access: 03.03.2021)

<sup>41</sup> The results of the Program «Produce in Georgia», 2020. – URL: <https://internationalwealth.info/offshore-business-abroad/results-of-program-produce-in-georgia/> (date of access: 10.03.2021)

(popularization of the country in the international arena, in particular, acquainting potential investors with production potential of the country), export support (support for Georgian export companies, search for new sales markets). It should also be emphasized that priority is given to projects that are implemented by women and young start-ups.

The support of the hotel industry deserves special attention. Since the beginning of the program, financial support has been provided to 80 companies, to one degree or another involved in this area. Thus, finances were directed to the construction of 80 hotels, which made it possible to employ more than two thousand people. New hotels were built in Telavi, Gudauri, Poti, Kutaisi, Bakuriani and other resort cities. The companies received preferential financing terms for the direct construction of hotels, the modernization and expansion of existing hotels, as well as for the promotion of an international hotel operator in the country.

In 2020, as part of the government's plan to bring the country's economy out of the crisis (caused by the coronavirus pandemic), it was decided to increase funding for this program. Since June 2020, the support programs for micro and small businesses have been launched. In addition, the number of activities that can qualify for the loan co-financing program was increased, the number of months of co-financing was increased, the percentage of co-financing was changed, the scale of the credit guarantee scheme was changed, etc.

An important drawback of this program is the lack of control on the part of the Agency over the targeted use of financing and the fulfillment of companies' obligations. According to the results of the audit, several dozen companies participating in the program did not fulfill their obligations or did not provide the Agency with reports on their activities.

In addition to the above, Georgia is undergoing a labor market reform within the framework of the EU-Georgia Association Agreement. As already noted, Georgia has steadily climbed in many business rankings. This was

achieved thanks to the programs of liberalization and privatization of the economy, strengthening social and political stability, reducing the level of corruption, however, largely by means of weakening the protection of the employees' rights. In 2006, the Government of Georgia adopted the Labor Code, the main idea of which was the deregulation of labor. In accordance with this code, the existing laws on collective agreements, labor disputes, terms of employment were canceled, the Employment Agency, Labor Inspectorate, and Labor Department of Georgia were abolished. The current government has begun work on the gradual and orderly restoration of labor market institutions, legislative reform is under way and measures are being taken to re-establish the labor inspectorate. In 2019, major reforms of the Labor Code were carried out and the Law on Labor Inspection Services was drafted. In 2020, the International Labor Organization supported the Government of Georgia in developing a package of reforms, the main goal of which is to improve the compliance of the country's labor legislation with the current ILO conventions, as well as EU directives under the EU-Georgia Association Agreement. The reform package includes significant amendments to the Labor Code, in particular, the revision of provisions regarding equal pay, discrimination, restrictions on oral employment contracts, mandatory weekly rest, part-time work, overtime, night work, mass layoffs, etc. The Labor Inspection Services Act also significantly broadens the inspectorate's powers, for example, it includes working conditions and rights. The corresponding amendments significantly raise the standards of labor and human rights in Georgia and are aimed at creating a transparent and effective law enforcement mechanisms.

Discrimination was one of the most pressing problems of the Georgian labor market. Despite the improvement of the situation, the gender pay gap still persists. In some sectors of the economy, women earn half as much as men. Pregnant women, people with disabilities, people over 48 years old represent the most vulnerable categories in the labor sphere. The new article of the Labor Code regulating discrimination issues reads as follows: "Any discrimination in

labor and pre-contractual relations based on any ground such as sex, race, color, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation shall be prohibited” In addition, the Labor Code now contains a description of direct and indirect discrimination, which is extremely important for the practical application of legislation.

In the state system of protecting citizens from discrimination in the labor market, national protection mechanisms have been built, in particular, we are talking about a council for gender equality, a tripartite committee on social partnership, local municipalities, an inspector for the protection of equality.

In addition, the system of fines has become an extremely effective mechanism for combating discrimination. Citizens of the country have the opportunity to receive tangible compensation for the violation of their labor rights.

High risks of discrimination also persist in employment. At this stage, the legislation does not regulate the stage of the interview, the rules for asking questions to the applicant, etc. The Labor Code still does not provide adequate protection for maternity, for example, it does not guarantee the preservation of jobs for women upon returning from maternity leave. Changes in the legislation regarding layoffs are also needed.

The Georgian government intends to intensify a human rights-based approach in all the areas of sectoral reforms and ensure that all groups of the population have equal access to public services and goods (SDG 5,10,16).

The Georgian government has developed a strategy for Development of High Mountain Settlements, 2019-2023, which involves improving the lives of local residents in different directions. According to the developed strategy, the government has created a mechanism to provide the population of high-mountain villages with electricity. So, in particular, in 2019, about 400 families in the highlands gained access to alternative energy sources. In 2020, all high-altitude settlements were provided with mobile communications and the

Internet. Moreover, in 2019, a project began to equip high mountain areas with a water supply system. Also, the development of the regions involves the construction and repair of historical monuments to attract tourists. The highlands will be the first in the country to exempt organic producers from taxes.

Over the past five years, Georgia has also taken active steps towards responsible production and consumption (SDG 12). The country is in the process of reforming its environmental policy, in particular, the transformation of approaches to waste disposal can be noted. About 900 thousand tons of garbage are produced in Georgia every year, and more than 75% of it ends up in solid waste landfills<sup>42</sup>. Above ground storage of waste is the least desirable method of waste management. Currently, there are about 56 official solid waste landfills in Georgia, with only five of them receiving environmental impact permits. Such uncontrolled landfills pose a serious threat to the population and the environment. In 2016, Georgia adopted the National Waste Management Action Plan for the period 2016-2030. The plan is aimed at increasing the degree of waste recycling, banning the production and sale of disposable non-degradable plastic bags, closing illegal and unsafe landfills, etc. Moreover, the plan includes some target indicators. So, by 2021, the country will have to recycle 30% of plastic, 50% by 2025 and 80% by 2030. According to the document, companies need to take preventive measures against waste generation. By 2025, special institutions should be created to generate energy from waste that has not been recycled or reused.

The new solid waste management system provides for a reduction in the number of landfills in the country. After the closure of the solid waste landfills, the sites will be planted and monitored for the next twenty years. In parallel with this, the necessary measures for the prevention and disposal of waste will

---

<sup>42</sup> Georgia: an approach to waste management, 2018. – URL: <https://www.euneighbours.eu/ru/east/eu-in-action/stories/kak-gruzia-menaet-svoi-podhod-k-utilizacii-othodov-pri-podderzke-es> (date of access: 20.02.2021)

be developed. The modern approach to waste management involves the implementation of a four-step “4R” initiative (waste must be reduced, reused, recycled and recovered). At the moment, there are only a few dozen waste recycling companies operating in the country. From 2019, in accordance with the requirements of the EU-Georgia Association Agreement, Georgian municipalities must start separating recyclable waste.

Despite the fact that waste management is currently funded by the central government, the National Strategy aims to ensure that by 2030 the industry becomes fully self-sufficient and the costs are covered by the population and the private sector.

In addition, the country is implementing the Law on Energy Efficiency and the Law on Energy Efficiency in Buildings, which transpose the EU directives in this area. These laws were developed by the Ministry of Economy and Sustainable Development of Georgia in close cooperation with the Secretariat, as well as with technical assistance provided by the EU-supported EU4Energy project for the Buildings Law and the EBRD for the Energy Efficiency Law. It is also important to note that Georgia is making progress in reforming its energy sector in line with the EU Energy Law and the Energy Community Treaty, replacing the existing energy market structure with the Third Energy Package. This is a consequence of the adoption in the third reading of the Law on Energy and Water Supply, the Law on Renewable Energy Sources.

Georgia has also joined the EU4Climate regional initiative, which will be implemented until 2022. It will address some of the climate-related issues. The spectrum of problems ranges from water and energy shortages to energy intensity and inefficiency. This project will help the country fulfill its international obligations in the field of environment and climate, create a reporting, measurement and verification system so that Georgia remains on track to achieve the goals of the Paris agreements. The project will enable the

country to mobilize more funds for climate action and improve the effectiveness of climate change adaptation planning.

Georgian anti-corruption reforms deserve special attention. According to the Corruption Perceptions Index, Georgia is ahead of nine EU countries. Georgia's success is a consequence of the reforms carried out over the past few years, for example, the reform of the civil service, the introduction of a system for monitoring the asset declarations of public officials, increase in transparency in public procurement, the reform of the prosecutor's office, safeguards for the rights of informants, the judicial reform, as well as improvement of the business and investment environment.

Thus, we can conclude that the existing principles of public administration in the country are consistent with the eleven principles of good public administration for sustainable development. Institutions effectively perform their functions, invest in electronic methods of government, systematically develop issues of professional training and retraining of civil servants, and much more. The government of the country has carried out significant work on strengthening the national statistical system, monitoring and evaluation systems, and data exchange. In addition, the Government of the country constantly interacts with international partners, but the problem of coordination between state bodies in all functional areas and at all levels has not yet been fully resolved. The country actively promotes anti-corruption policy, ensures the principles of transparency, non-discrimination, participation, subsidiarity, equality between generations, etc.

The key coordination body for the implementation of the SDG targets is the SDG Council (the Sustainable Development Goals Inter-Agency Council), chaired by the Head of the Administration of the Government of Georgia. Since the beginning of 2015, the Administration of Government of Georgia has led coordination and nationalization process of the SDGs implementation. The Council has four working groups on and engages stakeholders from the civil, public, international, private and academic sectors in them:

1. Social inclusion;
2. Sustainable energy and Environmental protection;
3. Economic development;
4. Democratic governance;

The Policy planning unit serves as the Secretariat to the SDG Council. The unit monitors the implementation of the national SDGs through the electronic system. In 2020, the design of the Coordination Mechanism was significantly updated. In particular, now every working group has a chairperson from governmental agencies and two co-chairs (from civil society organization and from the relevant UN agency). The co-chair from civil society organization is elected for two-year period. Chairs and co-chairs participate in the decision-making processes, are involved in agenda setting process, submit a motion to the council.

The leading sectoral ministries in the social sphere are the Ministry of Labor and Social Protection, in the economic sphere - the Ministry of Finance, the Ministry of Agriculture, the Ministry of Economy and Sustainable Development, in the Environmental and Energy sphere - the Ministry of Energy, the Ministry of Environmental Protection and Natural Resources, Law and Administration - the Ministry of Justice, Ministry of Internal Affairs, Ministry of Corrections, Ministry of Sports and Youth Affairs, Ministry of Foreign Affairs, Ministry of Culture and Monument Protection, High Council of Justice, Civil Service Bureau, Central Election Commission, Government Administration.

The important aspect of the implementation of SDGs is the cooperation with international organizations. The Government adopted the relevant External Aid Coordination Decree, which defines the rules and coordination mechanisms for the targeted aid in accordance with state priorities, defines the role and responsibilities of the Government, describes key coordination mechanisms. International partners from the UN family: UNDP, UNFPA, UNICEF, Eurostat, FAO, ILO, EFTA and etc. In addition, Georgia contacts with many other

international organizations and NGOs, which have helped to shape the strategic policy documents and are helping to implement them on a daily basis.

For example, FAO has greatly helped to increase SDGs awareness in Georgia. FAO's first Technical Cooperation Programme (TCP) project on SDGs "Support to the MEPA of Georgia in SDGs implementation and monitoring, 2017–2018" aimed to support MEPA in the implementation of SDGs:

1. An awareness-raising workshop "Supporting SDGs Implementation and Enabling Stakeholders' Involvement, the Role of Food and Agriculture in the Achievement of the 2030 Agenda" was held for more than 40 participants from government, NGOs, the private sector, international organizations and resource partners;
2. A three-day training workshops on FAO-led SDG indicators was held for more than 40 participants from government, NGOs, the private sector and UN agencies;
3. An action plan for Georgia "Mainstreaming the 2030 Agenda for Sustainable Development: Components Related to Sustainable Food and Agriculture" was produced;
4. The training for more than 100 MEPA staff was held on the role of food, environment and agriculture in achieving 2030 agenda;
5. As part of the UN Communication Plan in Georgia, in 2017 the UN organized an SDG Festival in Rustavi. One of the main highlights of the event was FAO's Green Corner, an exhibition of agricultural plants, seeds and flowers as well as a workshop in gardening for children and adults. The aim of the FAO Green Corner was to support the SDGs 2 (No Hunger) and SDG 15 (Life on Land) by promoting small agricultural production and the protection of environment;

Moreover, the UN agencies (UNDP, UNICEF, UNFPA) supported Georgian national and municipal authorities to the COVID-19 emergency. The response aligns with the UN's priorities ("to leave no one behind"). The UN

agencies provided training on COVID-19 for healthcare workers, helped to improve the network of hospital facilities, helped to restore access to essential healthcare services for children and women (immunization, prenatal and postnatal care), helped to fill information gaps on COVID-19 preventive measures and practices, improve protection of homeless and elderly persons and etc.

The key body responsible for reporting on the SDGs is the National Statistical Office (Geostat). Geostat is a member of the body that coordinates the implementation of sustainable development goals at the political level in the country through regular meetings, consultations, etc.

Geostat develops SDG indicators adapted to the national context, prepares metadata and statistics for SDG indicators, participates in the monitoring and evaluation process, disseminates data related to SDGs, and is responsible for quality assurance (fundamental UN principles), etc.

The national statistical system is the basis for national monitoring and evaluation of the SDGs. The government has established a system for monitoring and evaluating the SDGs at the central and local levels to track progress. Monitoring of the SDG implementation indicators is carried out by the Government with the support of the National Statistical Service. As part of this, a baseline has been established for each site, the right direction and desired level of progress in the future has been identified, and weaknesses in disaggregated statistics have been analyzed. Geostat is in constant interaction with sectoral Ministries to collect up-to-date data.

In addition, Geostat has prepared a National Strategy for the Development of Statistics 2020-2023, taking into account the context of the SDGs, thus enhancing the link between Georgia's statistical system and sustainable development goals. The strategy encompasses a short-term action plan based on key priorities. In addition, the document assesses the current situation and describes the main difficulties and obstacles to the implementation of the SDGs.

The main pillars of the strategy can be summarized as addressing the following issues<sup>43</sup>:

1. Changing user needs for improved statistics in the various sectoral domains;
2. The development and effective deployment of scarce and fragmented statistical resources and capacities in the GSS;
3. The need to improve the quality of administrative data used for statistical purposes;
4. The increasing demand for disaggregated statistics and for improved coverage of partially covered and emerging areas of statistical interest (e.g. energy, migration, construction, disabilities, culture, sports, informal sector, social protection, etc.);
5. The urgent need to upgrade the technology, the HR practices and the available accommodation/ equipment/facilities to improve the effectiveness of processes and thus cope with high pressure to produce high quality statistics in a sustainable manner;
6. The need to tackle overall weak coordination in the GSS.

In addition, the document identifies three strategic goals. First of all, it is the provision of high-quality statistics. In this context, it's very important to expand statistical areas, develop statistics for calculation of baseline indicators for SDGs which are not available right now. By 2023, it's expected that at least 95% of SDG indicators should be developed by Geostat. Moreover, there is a need to improve social statistics (education statistics, sports statistics, culture statistics, health statistics), develop national accounts, expand the area of business statistics, produce demographic statistics which are compatible with EU standards, develop new indicators on agricultural and environment statistics, increase the volume of price index, develop external sector statistics.

---

<sup>43</sup> National strategy for the development of official statistics of Georgia, 2020-2023. – URL: [www.geostat.ge](http://www.geostat.ge) (date of access: 01.03.2021)

By 2023, the methodology should be reviewed and updated in line with recent international standards. For example, at least two new indicators on labour market statistics should be developed and published including gender pay gap and median earnings, at least one indicator on waste statistics is calculated, at least one additional United Nations Economic Commission for Europe indicator is published. The set of indicators have to be identified in close collaboration with the Ministry of Education, Culture, Science and Sport. It's also very important to create data archives. Geostat staff members aim to participate in international workshops or trainings, make cooperation projects with international partners in order to modernize statistical production processes, create system for exchanging of information on new technologies and methodologies. For this reason, the quality of existing statistics needs to be continuously improved and monitored to fit the dynamic context. Geostat has significant challenges of reducing the information gaps relating to the non-observed economy in the national accounts. The introduction of software for data analysis of national accounts will contribute to the better quality of macroeconomic statistics.

Georgian statistical system is a part of central government, promotes open statistical data and aims to make the country generally more transparent. The country is a part of the multinational Open Government Partnership, that promotes responsive, accountable and inclusive governance. By 2023, Georgia aims to make all kinds of statistics (aggregated indicators, micro-data, geo-spatial data) more open and at the same time maintain individual data confidentiality. The UN Principle of Official Statistics underlines the importance of dissemination of information about the sources, methods and concepts used to produce the statistics. Moreover, as it is recommended in the Global Assessment report (2019), Geostat should continue the development of an integrated quality management system with realistic objectives. The enhancement of an integrated quality management system will help to ensure high quality of statistical data. By 2023, a quality policy document will be

developed, a high-level committee will be established to oversee the implementation of the system. It's essential not only to create new indicators, but also to improve the quality of existing ones. Here it's worth citing the importance of developing the software for national accounts compilation.

Geostat produces official statistics to inform wider society. The main focus is to establish a dialogue with users and improve their literacy in statistics. This step will help to ensure that statistics are used in the correct manner and avoid wrong interpretations. Geostat plans to establish a special platform for dialogue with users. All the activities will improve the awareness of statistics among the public sector users and strengthen the cooperative links between Geostat and other GSS members. Geostat intends not only to present some key indicators, but also to interpret, explain and contextualize the information. Especially, Geostat will invest in analysis of gender statistics and publish the information in its publication «Men and Women in Georgia».

Secondly, it's very important to build effective and sustainable statistical production processes. It includes standardization and modernization of the statistical information production process, establishment of a modern data collection system, improvement of practices for dissemination processes. Geostat is developing a road map for moving to a more process-based organizational structure. Moreover, new technologies can lead to a drastic increase in the types and volume of data available. The use of the new data sources is encouraged in the Fundamental Principles of Official Statistics («Principle 5: Cost-effectiveness: Data for statistical purposes may be drawn from all types of sources [...]. Statistical agencies are to choose the source with regard to quality, timeliness, costs and the burden on respondents» - United Nations (2014)). Thus, Geostat will play a more active role in coordinating official statistics, develop software platform for use of modern data collection technologies. The First Principle of UN Fundamental Principles of Official Statistics states that: «Official statistics provide an indispensable element in the information system of a democratic society, serving the Government, the

economy and the public with data about the economic, demographic, social and environmental situation. To this end, official statistics that meet the test of practical utility are to be compiled and made available on an impartial basis by official statistical agencies to honour citizens' entitlement to public information». In 2019, Geostat launched a new website, which represents the main platform for the dissemination of official statistics. This website is maintained and continuously improved. Geostat is subscriber to the Special Data Dissemination Standard, which is provided and monitored by IMF. By 2023, Geostat aims to increase significantly the number of engagements and followers across social networks.

The third strategic goal is to build the statistical infrastructure and capacity development. In this case, there is a need to improve legislative base in line with international standards, establish sustainable IT and development of data protection systems, develop effective human resource management system, ensure adequate staffing, establish up-to-date system of classification and registers, foster a good image and reputation, develop trust in official statistics (strengthen relations with media, conduct awareness raising campaign on statistics). The situation analysis noticed that the human resources were relatively low compared to other national statistical systems. For this reason, Geostat works on the development and implementation of a policy for the recruitment of qualified and experienced staff, and introduction of a performance evaluation system.

In addition, by 2023, Geostat plans to identify new international partnership opportunities, initiate at least four new international projects, participate in at least two social activities (for example, environment clean-up campaign), adapt the website to users with disabilities and etc.

The coordination mechanism used during the strategy development will be retained to ensure the correct implementation of this strategy. The Interagency council will continue to exist and oversee the implementation of NSDS (the Council includes: The Executive director of Geostat, Deputy

Ministers from all line Ministries, the representative from the Administration of Government and the Vice President of the National Bank of Georgia). Geostat will organize annual meetings with the Council to present all the results in the form of annual monitoring reports. The Secretariat is represented by the department of strategic planning, coordination and communication of Geostat and will be responsible for the action plan implementation process. The Interagency working groups will ensure effective communication and support the Secretariat in monitoring process.

It's crucial to notice that for the first time Georgia was named among the top 20 European countries in the Open Data Inventory (ODIN) Report 2020, announces Georgian National Statistics Office (Geostat). The ODIN measures how complete a country's statistical offerings are and whether their data meet international standards of openness. Georgia ranked 31st globally out of 187 countries, with an overall score of 69. The overall score is a combination of a data coverage subscore of 62 and a data openness subscore of 74<sup>44</sup>. The country's rating has significantly improved and ranks eight places higher than the previous year.

Speaking about the problems of implementing SDGs, first of all, it's important to pay attention to some structural and procedural challenges and needs. At the local level, the implementation of the SDGs is lagging. The Secretariat has already elaborated an action plan and adopted the Decentralization strategy of the Government in 2019. Furthermore, the Mayor and Deputy Mayors of municipalities have become the members of the Council. Other challenge is to increase capacity building of civil servants to conduct and design public consultation processes. That is being done through the support of national education institutions and international stakeholders. It's also important to build the capacity of the non-governmental entities to contribute to the policy development process. It's worth mentioning that the degree of

---

<sup>44</sup> Open Data Inventory Report 2020: Georgia among top 20 European countries. – URL: <https://agenda.ge/en/news/2021/337> (date of access: 21.02.2021)

horizontal cooperation is uneven. While the responsibility for some nationalized SDGs is shared across multiple institutions (SDG №1,8,16), the others are under the competencies of a single agency. Thus, the Government wants to improve cross-sectoral collaboration and coordination, and ensure consistent engagement of external stakeholders.

The country's Government should also pay additional attention to the gap of communication with policy makers, the lack of disaggregated survey and administrative data, the quality of data and the attracting financial and human resources. Significant shortfalls are evident in employment. The anti-discrimination policies, addressing gender inequality should be better interlinked with other policy areas in order to achieve structural progress. The environmental concerns should be better linked with economic development objectives. All these concerns require some strategic and structural adjustments and professional civil service.

The United Nations places Georgia in 58th place amongst 166 countries for sustainable development goals (SDG) in its Sustainable Development Report 2020. The SDG index score of Georgia is 71.9 and regional average goal is 70.9, says the report<sup>45</sup>. It's necessary to mention that the Government's policies are well-aligned to the SDGs. The level of integration of nationalized SDGs into country's development planning is very high. For example, the EU-Georgia Association Agreement and 36 sector strategies cover 96% of the nationalized SDGs targets. The country has significantly advanced towards achieving the set targets. The country has managed to sustain the stable economic growth (annual real GDP growth rate was 5.1% in 2019). However, inclusive growth remains a significant challenge for the country's economy. The Government actively supports innovative activities of small- and medium-sized companies and their participation in the digital economy. The

---

<sup>45</sup> Georgia ranks 58 in Sustainable Development Report, 2020. – URL: <https://agenda.ge/en/news/2020/2168#:~:text=The%20United%20Nations%20places%20Georgia,is%2070.9%2C%20says%20the%20report> (date of access: 01.03.2021)

Government has prioritized innovation driven and knowledge based economic development. The country also took steps towards responsible consumption and production, and carries out reforms in all the environmental sector policies (water resource, air quality forestry, waste management systems).

The Government also pays a lot of attention to the issues of accessibility to education, healthcare, knowledge, social services. For example, education has been selected as one of the most important elements of the country's development agenda. Georgian education system has been significantly transformed to meet up all the modern needs. It was made more accessible for everyone, the infrastructure of the education institutions was improved, vocational education was popularized and etc. The proportion of government spending on such services as education, social protection, healthcare is increasing. The country has achieved a progress in democratic governance by building transparent, effective, accountable and inclusive state institutions. The country has made significant progress in developing legal framework to monitor, enforce and promote non-discrimination and equality. Despite all the progress, challenges still remain. In the long-term perspective, the ongoing pandemic will have a negative impact for the whole world.



## THE REPUBLIC OF KAZAKHSTAN

**Author: Aigul B. Kosherbayeva**

Doctor of economic science, professor Vice-Rector of the Academy of Public Administration under the President of the Republic of Kazakhstan

Achievement of qualitatively new positive transformations in all spheres of modern society, the creation of "working" guarantees of human and civil rights as the basic freedoms are organically linked to the functional effectiveness of all social institutions including state ones. The Constitution of the Republic of Kazakhstan has become an unshakable guarantor of ensuring state stability, consistent improvement of the activities of state bodies, development of the political system, progressive and dynamic implementation of radical political, legal and socio-economic reforms, overcoming social contradictions and conflicts.

It has been 5 years since the UN member states unanimously ratified the Sustainable Development Goals (SDGs), and at first some government leaders may have considered the issues under the 17 goals to be somewhat abstract and disconnected from the main priorities of public administration. However, today, as government leaders (along with international investors, regulators and other stakeholders) assess their future in an increasingly volatile and uncertain world, the growth opportunities associated with these goals are becoming increasingly evident. By shifting to the economic models necessary to achieve the SDGs and discovering the benefits of responsible and inclusive practices associated with them, we are shaping the long-term future of organizations and society at large.

Good governance is one of the most important factors in achieving the SDGs' economic, environmental and social goals.

Good governance is broadly related to institutional issues, social justice and inclusiveness.

Public administration must be responsible for two areas of development: a society that is increasingly asserting its demands for high standards of services, and an economy that functions in an increasingly closely interconnected world.

Good governance refers to a set of qualitative characteristics related to rule-making processes and their institutional framework and embodies values such as:

- involved participation,
- transparency,
- accountability,
- and public access to information.

The SDGs have a strong commitment to good governance, which includes the relationship between government and people.

Public administration must learn to anticipate needs and meet needs in innovative ways. The ability to create the conditions for a country's leadership in future competition must be generally accepted.

Three dimensions need to be assessed: mechanisms, processes and results to ensure that governance is effective.

Good governance *mechanisms* mean transparent and democratic institutions and the provision of productive and efficient public services.

Governance *processes* refer to the quality of participation necessary to ensure that political, social and economic are grounded in broad consensus in society and that the voices of the excluded, the poorest and most vulnerable are heard in decision-making.

Good governance can *result* in peaceful, stable and resilient societies where services are provided and the needs of societies are reflected, including the voices of the most vulnerable and excluded groups.

It is worth noting that accountability for these dimensions is critical and moves vertically from government to people or horizontally between parts of the state.

Therefore, the structure of sustainable development requires civil servants who are responsible for actions taken on behalf of society and at the expense of public resources. This ensures economic, social and environmental sustainability. Turning to the indicators for assessing the noted parameters of stability, we highlight the following:

*In terms of economic sustainability:*

- use of energy efficient technologies;
- smart work initiatives to facilitate traffic / pollution, etc.;
- technology-based information and services provided to businesses and people to stimulate engagement and growth.

*In terms of social sustainability:*

- availability for the choice of technologies;
- E-gov support service;
- public health efforts;
- E-gov in remote places;
- E-gov initiatives should narrow the digital divide.

*In terms of environmental sustainability:*

- the use of environmentally friendly (green) information and communication technology equipment for government operations;
- setting up notification services for the population (severe weather conditions, etc.);
- smart metering service for water management.

To achieve the SDGs, it is necessary to monitor and evaluate the performance of such areas of public administration as: long-term planning, integration of various aspects of sustainable development policies, cooperation and innovation.

Addressing the priority tasks of the SDG agenda presupposes:

- creating political support for sustainable development;

- involving the public in identifying and developing solutions that will help them better than others;
- the use of institutional mechanisms and international cooperation for sustainable development.

Achieving these goals in the Republic of Kazakhstan means that the public administration system must transform: from reactivity to proactivity, from satisfaction with the present to questioning about the future. This requires changes in attitudes, values and culture.

The challenges of modernizing the public administration of the Republic of Kazakhstan reflected in a number of strategic documents of the country.

The Strategy "Kazakhstan-2050" notes that the Kazakh society has reached maturity. The paradigm of tasks to be solved by the state has qualitatively changed. "Guided forecasting" is becoming an important tool for the development of states in the current unstable times.

The Strategic Development Plan until 2025 determines that it is necessary to achieve a high-quality and sustainable economic recovery, leading to an increase in the well-being of people at the level of the countries of the Organization for Economic Cooperation and Development. In this case, an important benchmark will be the UN Sustainable Development Goals.

Within the framework of the state program "Digital Kazakhstan", the transition to a digital state is being carried out, based on the transformation of the functions of the state as an infrastructure for providing services to the population and business, anticipating its needs.

The modernization of the public administration system is also carried out within the framework of the Plan of the Nation "100 Concrete Steps to Implement the Five Institutional Reforms". According to the Plan, a constitutional reform was carried out to redistribute powers between the branches of state power. The role of Parliament and its control over the Government have been strengthened. A "compact government" is being

formed, accountable to citizens. Some functions and services have been transferred to lower levels and to the competitive environment.

The set of measures taken create the preconditions for the transition to a new qualitative level of modernization of public administration.

Public Administration 3.0 should replace Public Administration 2.0, which created conditions for improving the well-being of citizens and meeting basic needs, optimizing internal government processes and creating a culture of joint planning and evaluation.

In February 2021 a new concept of development of public administration in the Republic of Kazakhstan till 2030: building "human-centered" model - "People First" approved by the Decree of the President of the Republic of Kazakhstan.<sup>46</sup> The concept envisages improving the interaction of citizens with the state, increasing the efficiency of strategic planning, the quality of the civil service personnel, the efficiency of the quasi-public sector, optimization of the state apparatus and the transition to a proactive format for the provision of public services, the development of local self-government, the improvement of regulatory and anti-corruption policies, as well as the transformation of judicial and law enforcement systems.

In addition, the Concept defines tasks through the light of the main principles of the new model of public administration.

Turning to the history of public administration development in the Republic of Kazakhstan, let us highlight its main stages:

**The first stage (1991 – 1997 years)** characterized by the institutionalization of public administration. This period is the time of the formation of independent Kazakhstan, when the basic model of public administration was introduced. It was a time when the structural reforms of the state administration system were launched.

---

<sup>46</sup> Concept for the development of public administration in the Republic of Kazakhstan until 2030: building a "human-centered" model - "People first of all"//<http://adilet.zan.kz/rus/docs/U2100000522>. Date of treatment 03.19.2021

**The second stage (1997 – 2007 years)** can be determined as a period of welfare state. This period characterized by the actively dominates stat. Moreover, we saw that state had played a key role in the protection and development of the economic and social well-being of citizens. This time is characterized by the application of such principles as "economy first, then politics", the welfare state.

**The third stage (2007-2017 years)** is a period when the Strategy "Kazakhstan-2050" and the Strategic Development Plan until 2020 were adopted. That Strategic documents aimed at joining Kazakhstan in the top 30 developed countries of the world. The implementation of programs for industrial and innovative development, comprehensive digitalization of the country and the construction of new infrastructure (transport, housing, energy, social, etc.) has been intensified. National holdings for the management of state assets have been formed.

In 2011, the Concept of a New Model of Civil Service was adopted.

It should be noted that state bodies started to use a Five-year strategic plans. At the same time government introduced an important step such as a system of annual performance assessment of state bodies, a system of state audit, an institution of professional managers of corps "A" and executive secretaries.

**Fourth stage (2017-2020 years).** In 2015, five institutional reforms were announced that became defining for the new architecture of public administration in the country. The number of government programs has been reduced, the implementation of Open Government initiatives has begun and the formation of a compact, professional government apparatus.

As part of this stage, the transition to a career model of the civil service has begun. Work continued on the decentralization of public administration, that is, the transfer of some functions to lower levels, as well as to a competitive environment. In 2017, a constitutional reform was carried out to redistribute

powers between the branches of government, the role of Parliament and its control over the Government were strengthened.

Currently, the next fifth stage of the reform of the public administration system is ripe, which should become a period of deeper changes with an emphasis on solving the following problem areas:

- lack of proper interaction between citizens and the state;
- insufficient effectiveness of strategic planning and approaches to reform;
- functions of the state apparatus that are not oriented towards the needs of the population and business;
- the administrative nature of public services;
- uncompetitive public service;
- ineffective quasi-public sector;
- undeveloped local self-government;
- excessive regulation that hinders business development;
- low level of citizens' confidence in the judicial and law enforcement systems.

In order to ensure the further development of the Republic of Kazakhstan, the formation of an inclusive platform for the activities of the state and increase the well-being of each citizen, the "National priorities of the Republic of Kazakhstan until 2025" were approved by the Decree of the President of the Republic of Kazakhstan.<sup>47</sup>

National priorities are a tool and a single inclusive platform that determines the vectors of state development and basic principles at medium-term distances, which are reflected in plans, programs and documents of the implementation level within the framework of the Strategy "Kazakhstan-2050".

The priorities are represented by three main and very important areas.

---

<sup>47</sup> On the National Priorities of the Republic of Kazakhstan until 2025//<http://adilet.zan.kz/rus/docs/U2100000520>. Date of treatment 03.19.2021

**The well-being of citizens** is one of the key areas, since we all felt the impact of the pandemic and the importance of state support and has a number of priorities: affordable medicine, quality education and fair social policy. The key indicators in this area will be the re-equipment of medical funds, the accessible Internet in the regions, the solution of problems with three and two shift schools, as well as the development of a social code.

**The quality of institutions** is also an important area. An efficient state apparatus is a priority, first of all, for the civil service, public services, and the quasi-public sector. In this regard, the basis for these changes is laid in the Concept of Public Administration, and the success of this direction directly affects the effectiveness of other reforms.

**A strong economy** is a key area, as the rest of the areas are based on our budgetary and economic capabilities. Building a diversified, non-resource economy is a continuation of earlier reforms. Non-commodity exports of goods and services and foreign direct investment by 2025 should amount to 41 and 30 billion US dollars, respectively. At the end of 2020, we are seeing a drop in exports by 21% to \$ 45.5 billion, nevertheless, even before the pandemic, this figure was above \$ 60-70 billion. The situation on the oil markets in 2020 showed that in order to avoid fluctuations in the volume of exports, it is also necessary to develop its non-resource component, which is what this indicator is aimed at. The backbone for the development of a non-resource growth model will be the trade and economic diplomacy of the country, which has managed to establish itself over the decades of independence.

Analysis of the new principles of public administration in the Republic of Kazakhstan, outlined in the New Concept and National Development Priorities until 2025, with the eleven Principles of Good Governance for Sustainable Development, showed that two principles from the Inclusiveness block did not receive their development, namely: “non-discrimination” and “equality between generations” (Table 1).

**Table 1** – Correlation of the principles of Good Governance with the state policy of Kazakhstan

| <b>Principles</b>        | <b>Concept of the Development of Public Administration till 2030</b>   | <b>National Priorities of the Republic of Kazakhstan till 2025</b> |
|--------------------------|--|--|
| <b>Efficiency</b>        | <b>Good Governance principle</b>   | <b>Direction 2 – Quality of Institutions</b>                       |
| Competence               | Objective 5. Improving the quality of human resources and professionalization of the state apparatus<br><br>Objective 2. Improving approaches to strategic and budget planning and reform  | 5) New model of Public Administration                              |
| Reasonable public policy | “It is necessary to define a compact and flexible architecture of government planning documents with an optimal set of goals, objectives and indicators. The goal will be defined as the primacy of the result over the process. Given the high speed of changes and the degree of uncertainty, the procedure for approving and making changes to strategic documents will be de-bureaucratic. ” | 5) New model of Public Administration                              |

|                       |  |   |
|-----------------------|--|---|
| <b>Principles</b>     | <b>Concept of the Development of Public Administration till 2030</b>   | <b>National Priorities of the Republic of Kazakhstan till 2025</b>                    |
| Collaboration         | “The functioning of the state should be built on the basis of the “bottom-up” principle, which implies the elaboration of initiatives with the involvement of all stakeholders. It is necessary to ensure the transparency of the processes of adoption of policy documents and their further evaluation through the involvement of independent experts and representatives of the public” | 5) New model of Public Administration   |
| <b>Accountability</b> | <b>Accountable Public Administration principle</b>   |   |
| Good faith            | “Strengthening trust in public administration institutions cannot be achieved without adhering to high ethical standards and manifestation of intolerance to corruption”   | <u>Direction 2 - Quality of Institutions</u><br>5) New model of public administration |
| Transparency          | Information openness<br><br>Task 1. Subtask 4) ensuring the transparency of information and proactive activity of government   | <u>Direction 2 - Quality of Institutions</u><br>4) A fair and effective state         |

|  |  |   |
|--|--|---|
| <b>Principles</b>                      | <b>Concept of the Development of Public Administration till 2030</b>   | <b>National Priorities of the Republic of Kazakhstan till 2025</b>                    |
|  | agencies   | to protect the interests of citizens  |
| Independent supervision                | Public accountability<br><br>Task 9. Transformation of the judicial system and administration, as well as the law enforcement system to build a service model of the state | <u>Direction 2 - Quality of Institutions</u><br>5) New model of public administration |
| <b>Inclusiveness</b>                   | <b>The principle of "hearing" public administration</b>  |   |
| Principle "No one should be forgotten" | Task 1. Subtask 1) system monitoring and analysis of the operation of direct and feedback channels with the population   | <u>Direction 1 - Citizens' Wellbeing</u><br>1) Fair social policy                     |
| Non-discrimination                     |  |   |
| Participation                          | Objective 7. Further improvement of local government<br><br>"To support public initiatives and create opportunities to express a   | <u>Direction 3 – Strong economy</u><br>10) Balanced territorial                       |

|                              |  |   |
|------------------------------|--|---|
| <b>Principles</b>            | <b>Concept of the Development of Public Administration till 2030</b>   | <b>National Priorities of the Republic of Kazakhstan till 2025</b>            |
|                              | collective point of view on various problems and situations, the" E-petition "project will be launched"  | development   |
| Subsidiarity                 | "Mandatory elements of local self-government should be: the creation of a representative body, endowment of settlements with development budgets and the conduct of direct elections of akims of villages, townships, rural districts, cities of district and regional significance, as well as districts" | <u>Direction 3 – Strong economy</u><br>10) __Balanced territorial development |
| Equality between generations |  |   |

Source: compiled on the basis of the Concept for the development of public administration in the Republic of Kazakhstan until 2030: building a "human-centered" model - "People first of all" // <http://adilet.zan.kz/rus/docs/U2100000522> and the Decree of the President of the Republic of Kazakhstan dated February 26, 2021 No. 520 "On the National Priorities of the Republic of Kazakhstan until 2025" // <http://adilet.zan.kz/rus/docs/U2100000520>

**The state programs for the implementation of the SDGs and their goals. Have the national strategy and roadmaps been adopted for the implementation of the SDGs?**

Consider, as an example, the indicators of the Strategic Development Plan of the Republic of Kazakhstan until 2025 (hereinafter referred to as the Strategic Plan) approved by the Presidential Decree No. 636 dated 15 February 2018. The main goal of the Strategic Plan is to achieve accelerated high-quality and sustainable economic growth and improvement of living standards that reflect OECD countries level. It is indicated that compliance with the UN Sustainable Development Goals and introduction of best practices and OECD standards to all the spheres of government will ensure the progress of Kazakhstan towards joining the top 30 developed countries in the world. The Strategic Plan defines the key national indicators and their target values for 14 measurement areas which take into account policy directions and priority areas of the country's socio-economic policy. In the economic sphere the main indicator is the growth of GDP per capita. Nonetheless, it would be fair to say that GDP does not fully reflect the quality of life, the level of real well-being of citizens and damage to the environment. In this regard, the key national indicators include measures of a nation to provide an overall picture of the country's progress and well-being.

To measure the country's well-being there are such indicators as life expectancy, quality of education, employment and national income. The quality of economic growth is supposed to be monitored by an increase of non-resource exports, research and development costs, the share of small and medium-sized businesses in GDP, the development of competition and the complexity of the economy etc. There are also indicators of green economy and environment such as the energy intensity of GDP and the share of renewable energy sources. Thus, the key national indicators include a wide range of critical areas and in general they allow to a certain extent to assess the progress of socio-economic development of the country. However, the main disadvantage of the Strategic Plan's key indicators is that they do not provide information on the sustainable development.

According to the results of the substantive evaluation of the State Planning System documents, 79.9% of the SDG targets have been integrated into strategic and program documents.

In Kazakhstan, systematic work is in progress to introduce the SDGs into all program and strategic documents. As of December 2020, according to the Secretariat's expert analysis:<sup>48</sup>:

- In the context of medium-term strategies and programs up to 2022 - 76.3%. The SDG 13 has a high level of coverage, while the SDGs 1, 5, 14 and 15 have a lower coverage. It should be noted that the Rapid Integrated Assessment only shows how well the SDG goals are reflected in the State Planning System documents and not the extent to which they are achieved nor its underlying targets.

- For all three categories of planning documents (state plans, strategic programs and territorial development plans), little or no government funding is allocated for the SDGs' seven goals. Moreover, these seven SDGs also fall short of the 2030 deadline.

- "Planetary " aspect of the SDGs is underfunded, with the exception of SDG 6 on clean water. This aspect includes the SDGs on sustainable consumption and production, climate change, life on land and in the oceans.

- At the "target level" of the SDGs, the bulk of government expenditure is largely focused on several the SDGs targets.

**Table 2** - Correlation of the SDGs with the goals and objectives of the State Planning System documents

---

<sup>48</sup> [http://economy.kz/ru/Celi\\_ustojchivogo\\_razvitija/Sobytaja\\_CUR/id=1470/arch=2020\\_12](http://economy.kz/ru/Celi_ustojchivogo_razvitija/Sobytaja_CUR/id=1470/arch=2020_12).  
Date of Treatment 03.15.2021

| <b>Sustainable development goals</b>   | <b>The State Planning System documents of Kazakhstan</b>  | <b>Goals and objectives of the State Planning System documents of Kazakhstan</b>  |
|--|---|---|
| <b>Goal 2</b> – End hunger, achieve food security and improved nutrition and promotion sustainable agriculture | The state program for the development of the Agro-industrial complex for 2017-2021 <sup>49</sup>              | Objective 1 - ensuring food security  |
|  | The strategic plan of the Ministry of Agriculture of the Republic of Kazakhstan for 2020 - 2024 <sup>50</sup> | <u>Strategic direction 1</u> - Improving the efficiency of agricultural production                                      |
| <b>Goal 3</b> – Ensure healthy lives and promote well-being for all at all ages                                | The state program "Densaulyk" for 2020-2025 <sup>51</sup>   | Objective 1 - Formation of the population's commitment to a healthy lifestyle and development of public health services |
|  | The strategic plan of the Ministry of Health of the Republic of   | <u>Strategic direction 1</u> - Strengthening public health<br><br>Goal 1.1. Strengthening disease prevention and        |

<sup>49</sup> State program for the development of the agro-industrial complex of the Republic of Kazakhstan for 2017 – 2021//<http://adilet.zan.kz/rus/docs/P1800000423>

<sup>50</sup> <https://www.gov.kz/memleket/entities/moa/documents/details/123797?lang=ru>

<sup>51</sup> The state program "Densaulyk" for 2020-2025//<http://ezdrav.kz/files/files/prog26-12-2019.rus.pdf>

| Sustainable development goals  | The State Planning System documents of Kazakhstan  | Goals and objectives of the State Planning System documents of Kazakhstan  |
|--|--|--|
|  | Kazakhstan for 2020 - 2024 <sup>52</sup>   | developing early disease management<br><br>Goal 1.2. Improving the availability and quality of medical services  |
|  | The strategic plan of the Ministry of Culture and Sports of the Republic of Kazakhstan for 2020 - 2024 <sup>53</sup> | <u>Strategic direction 4</u> - Further development of mass sports and increasing the competitiveness of high-level sports in the world sports arena<br><br>Goal 4.1 Development of mass sports and high-level sports |
| <b>Goal 4</b> – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all | Concept for Kazakhstan's entry into the 30 most developed countries in the world <sup>54</sup>                       | <u>Strategic direction 1</u> - <u>Human capital development</u><br><br>Goal 1.1. Development of education and unique Kazakh culture  |
|  | The program for the development of   | <u>The first direction:</u><br>Providing participants of the   |

<sup>52</sup> Strategic plan of the Ministry of Health of the Republic of Kazakhstan for 2020-2024//[https://emerk.kz/images/korp\\_doc/start\\_plan\\_2020\\_rus.pdf](https://emerk.kz/images/korp_doc/start_plan_2020_rus.pdf)

<sup>53</sup> <https://www.gov.kz/memleket/entities/mcs/documents/details/146280?lang=ru>

<sup>54</sup> Concept for Kazakhstan's entry into the 30 most developed countries in the world//<http://adilet.zan.kz/rus/docs/U1400000732>

| Sustainable development goals   | The State Planning System documents of Kazakhstan   | Goals and objectives of the State Planning System documents of Kazakhstan  |
|---|---|--|
|   | productive employment and mass entrepreneurship for 2017 - 2021 “Enbek” <sup>55</sup>                                   | "Enbek" program with technical and vocational education and short-term vocational training<br><br><u>Third direction:</u><br>development of the labor market through the promotion of employment and labor mobility    |
|   | The strategic plan of the Ministry of Education and Science of the Republic of Kazakhstan for 2020 - 2024 <sup>56</sup> | <u>Strategic direction 1.</u><br>Preschool and secondary education<br><br><u>Strategic direction 2.</u><br>Technical and professional education<br><br><u>Strategic direction 3.</u> Higher and postgraduate education |
| <b>Goal 5</b> – Achieve gender equality and empower all women and girls | The family and gender policy strategy of the Republic of  | <u>Objective 1.</u> Improvement of legislation in the field of family policy as well as bringing it into line with   |

<sup>55</sup> State program for the development of productive employment and mass entrepreneurship for 2017 - 2021 "Enbek"//<http://adilet.zan.kz/rus/docs/P1800000746>

<sup>56</sup> Strategic plan of the Ministry of Education and Science of the Republic of Kazakhstan for 2020-2024//<https://science.kaznmu.kz/wp-content/uploads/2015/06/strategicheskij-plan-mon-rk-2020-2024.pdf>

| <b>Sustainable development goals</b>   | <b>The State Planning System documents of Kazakhstan</b>   | <b>Goals and objectives of the State Planning System documents of Kazakhstan</b>   |
|--|--|--|
|  | Kazakhstan until 2030 <sup>57</sup>  | international standards, UN, SDGs and OECD recommendations   |
| <b>Goal 6</b> – Ensure availability and sustainable management of water and sanitation for all                                       | The state program for the development of the agro-industrial complex for 2017-2021                                     | <u>Objective 4</u> - Improving the efficiency of water resources use   |
| <b>Goal 8</b> – Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all | The state program of industrial and innovative development of the Republic of Kazakhstan for 2020 - 2025 <sup>58</sup> | <u>Objective 1</u> - deepening industrialization by increasing the potential of industrial entrepreneurship.<br><br><u>Objective 2</u> - increasing production volumes and expanding the range of processed goods that are in demand in the domestic and foreign markets<br><br><u>Objective 3</u> - increasing industrial capacity by stimulating the development |

<sup>57</sup> Concept of family and gender policy in the Republic of Kazakhstan until 2030//[https://online.zakon.kz/Document/?doc\\_id=37778759](https://online.zakon.kz/Document/?doc_id=37778759)

<sup>58</sup> State program of industrial and innovative development of the Republic of Kazakhstan for 2020 – 2025//<http://adilet.zan.kz/rus/docs/P1900001050>

| Sustainable development goals | The State Planning System documents of Kazakhstan   | Goals and objectives of the State Planning System documents of Kazakhstan  |
|-------------------------------|---|--|
|                               |   | <p>of basic industries and the implementation of strategic projects</p> <p><u>Objective 4</u> - technological development and digitalization of manufacturing industries</p>   |
|                               | <p>The program for the development of productive employment and mass entrepreneurship for 2017 - 2021 "Enbek"</p> | <p>Third direction: development of the labor market through the promotion of employment and labor mobility</p>   |
|                               | <p>State program "Nurly Zher"</p>   |  |
|                               | <p>Business Roadmap 2025</p>  | <p>Three main directions of the Program implementation: support of business initiatives of entrepreneurs of monotowns, small towns and rural settlements; sectoral support for entrepreneurs / subjects of industrial and innovative activities operating in</p> |

| Sustainable development goals  | The State Planning System documents of Kazakhstan  | Goals and objectives of the State Planning System documents of Kazakhstan   |
|--|--|---|
|  |  | priority sectors of the economy; provision of non-financial measures to support entrepreneurship.   |
| Goal 9 – Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation | The state program of housing and communal development "Nurly Zher" for 2020 - 2025 <sup>59</sup> | Objective 2. Rational provision of the population with high-quality drinking water and sanitation services  |
|  | The state program of infrastructure development "Nurly Zhol" for 2020 - 2025 <sup>60</sup>       | <ol style="list-style-type: none"> <li>1. Infrastructural support of territories and transport links between them.</li> <li>2. Promoting the attraction of the "Big Transit" and the implementation of export policy through the development of an efficient transit, export and logistics infrastructure.</li> <li>3. Increasing the technological, scientific,</li> </ol> |

<sup>59</sup> State program of housing and communal development "Nurly Zher" for 2020 – 2025//<http://adilet.zan.kz/rus/docs/P1900001054>

<sup>60</sup> State program of infrastructure development of the Republic of Kazakhstan "Nurly Zhol" for 2020-2025//<https://primeminister.kz/ru/gosprogrammy/gosudarstvennaya-programma-infrastrukturnogo-razvitiya-rk-nurly-zhol-na-2020-2025-gg-9115141>

| Sustainable development goals  | The State Planning System documents of Kazakhstan                                    | Goals and objectives of the State Planning System documents of Kazakhstan  |
|--|--|--|
|  |  | <p>methodological and resource provision of the infrastructure complex.</p> <p>4. Increasing the economic efficiency and competitiveness of transport infrastructure entities and carriers.</p> <p>1. 5. Improving the operational and environmental safety of transport infrastructure.</p>     |
| <p><b>Goal 11</b> – Make cities and human settlements inclusive, safe, resilient and sustainable</p> | <p>The state program for the development of regions for 2020 - 2025<sup>61</sup></p> | <p>1. Development of functional urban areas - agglomerations with centers in the cities of Nur-Sultan, Almaty, Shymkent and Aktobe</p> <p>2. Development of functional urban areas with centers in regional centers, the city of Semey</p> <p>3. Development of single-industry towns with a</p> |

<sup>61</sup> State program for the development of regions for 2020 – 2025// <http://adilet.zan.kz/rus/docs/P1900000990>

| Sustainable development goals   | The State Planning System documents of Kazakhstan   | Goals and objectives of the State Planning System documents of Kazakhstan   |
|---|---|---|
|   |   | population of more than 50 thousand people that are not part of functional urban areas<br><br>4. Development of border mono- and small towns with adjacent territories<br><br>5. Development of rural settlements |
| <b>Goal 15</b> – Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss | The state program for the development of the Agro-industrial complex for 2017-2021              | <u>Objective 3</u> - Improving the efficiency of land use   |
|   | The strategic plan of the Ministry of Agriculture of the Republic of Kazakhstan for 2020 - 2024 | <u>Strategic direction 1</u> - Improving the efficiency of agricultural production<br><br>Goal 4. Increase the availability of information on land resources  |

The State Planning System has built up processes for monitoring and evaluating the implementation of documents on a periodic basis. Thus, according to the priority objectives and indicators of the SDGs, which are integrated into the documents, monitoring and evaluation are being carried out to assess their performance.

In the Decree of the Government of the Republic of Kazakhstan No. 790 dated 29 November 2017 "On the approval of the state planning system in the Republic of Kazakhstan" in February 2021, significant changes were made in terms of the principles of the state planning system (Table 3):

**Table 3** – Correlation of the principles of the state planning system of the Republic of Kazakhstan<sup>62</sup>

| <b>Principles of the state planning system</b> | <b>Older version</b>  | <b>New version</b>  |
|--|---|---|
| <b>Unity and integrity</b>                     | unity of legislation in the field of state planning, principles of organization and functioning of the State Planning System, unity of the procedure for the implementation of the state planning process | Not available   |
| <b>Internal balance</b>                        | consistency of the state planning system documents with one another in terms of development goals, objectives and outcome measures  | Ensuring the consistency of the state planning system documents with one another in terms of development goals, objectives and outcome measures |
| <b>Effectiveness and efficiency</b>            | the choice of goals, objectives and outcome   | In new version “ <b>efficiency</b> ”  |

<sup>62</sup> <http://adilet.zan.kz/rus/docs/P1700000790> и <https://nomad.su/?a=3-202103160037>

| <b>Principles of the state planning system</b> | <b>Older version</b>   | <b>New version</b>  |
|--|--|---|
|  | measures should be as correct (effective) as possible based on an in-depth analysis of the current situation and the need to achieve the specified results with the least expenditure of resources | The choice of goals, objectives and outcome measures should ensure their achievement with the least expenditure of resources  |
| « <b>Human-centeredness</b> »                  | Not available  | The ultimate focus of goals, objectives and outcome measures on improving the quality of life and increasing the well-being of the country  |
| <b>Independent problem solving</b>             | independence of the participants in the state planning process in choosing ways and methods of achieving goals and solving problems of the country's development within their authority            | In new version <b>“independence”</b><br>Ensuring sufficient independence of the participants in the state planning process in choosing ways and methods of achieving goals and solving problems of the country's development within their authority |

| <b>Principles of the state planning system</b>                      | <b>Older version</b>  | <b>New version</b>   |
|---|---|--|
| <b>Responsibility of participants in the state planning process</b> | ensuring responsibility for ineffectiveness of solving problems and failure to achieve the expected results within their authority in accordance with the legislation of the Republic of Kazakhstan | Ensuring responsibility for ineffectiveness of solving problems and failure to achieve the expected results within their authority in accordance with the legislation of the Republic of Kazakhstan  |
| <b>Transparency</b>   | mandatory publication of the State Planning System documents, with the exception of provisions containing information related to state secrets  | The introduction of mechanisms for mandatory discussion of the state planning system draft documents (with the exception of provisions containing information related to state secrets) with industry independent experts, while on the most important questions affecting public interests, with a wide range of public |
| <b>Authenticity and feasibility</b>                                 | reasonable opportunity for achieving development goals established by the State Planning System documents as well as the  | In new version “ <b>feasibility</b> ” Establishment of goals, objectives and indicators in the state planning documents, which   |

| <b>Principles of the state planning system</b> | <b>Older version</b>   | <b>New version</b>   |
|--|--|--|
|  | justification of the outcome measures used in the state planning process   | possibility of achieving is justified provided that the initial parameters are reliable and the appropriate resources are allocated  |
| <b>Steadiness, succession and consistency</b>  | the gradual nature of the State Planning System, in other words the success of achieving goals, objectives, outcome measures of higher documents depends on the quality and promptness of planning and achievement of goals, objectives, outcome measures of lower documents and the steady mechanism of its functioning | the gradual nature of the State Planning System, in other words the success of achieving goals, objectives, outcome measures of higher documents depends on the quality and promptness of planning and achievement of goals, objectives, outcome measures of lower documents and the steady mechanism of its functioning |
| <b>Resource security</b>                       | determination of sources and amount of finance, labor, other tangible and intangible resources in the main areas of strategic plans of state bodies to   | Not available  |

| <b>Principles of the state planning system</b> | <b>Older version</b>             | <b>New version</b> |
|--|----------------------------------|--------------------|
|  | achieve the goals and objectives |                    |

In the older version of the Government Decree on the "State Planning System" no links to the connection of the SDGs can be found and in the new version there are specific points indicating the correlation of the goals and objectives of the state planning system documents with the SDGs (Table 4):

**Table 4** – Correlation of the goals and objectives of the state planning system documents with the SDGs<sup>63</sup>

| <b>Sections of the document</b> | <b>Text of the document</b>   |
|---------------------------------|---|
| Art. 28<br>Chapter 5            | The development strategy of Kazakhstan until 2050 determines the global vision, long-term directions and priorities of the country's economic, political, social development, including the Sustainable Development Goals of the United Nations <sup>64</sup> |
| Art. 62<br>Chapter 10           | The development strategy is a document that defines the development vision (for a period of 5-10 years) of a specific sphere / industry as well as the basic principles and approaches  |

<sup>63</sup> <https://nomad.su/?a=3-202103160037>

<sup>64</sup> 17. Resolution of the Government of the Republic of Kazakhstan dated February 26, 2021 No. 99 On amendments to the Resolution of the Government of the Republic of Kazakhstan dated November 29, 2017 No. 790 "On approval of the State Planning System in the Republic of Kazakhstan"//<https://nomad.su/?a=3-202103160037>

| Sections of the document  | Text of the document  |
|---------------------------|---|
|                           | to the implementation of the relevant policy aimed at achieving the goals, objectives and approaches defined in the higher documents of the State Planning System and the United Nations Sustainable Development Goals  |
| Art. 82 p.3<br>Chapter 11 | The national project is developed by the relevant state authorized body with the participation of the Office and is coordinated:<br><br>3) with the authorized body for strategic planning against the goals and objectives of the National Development Plan of the Republic of Kazakhstan, the National Security Strategy of the Republic of Kazakhstan and the Sustainable Development Goals of the United Nations; |

The uniqueness of the new version of the document on the strategic planning system is that for the first time in Kazakhstan the concept of "National projects" has been introduced, which emphasizes the readiness of the public administration system to switch to a new format to implement the state programs and strategies. National projects have their own status and will be coordinated by the National Project Office.

Within the framework of the Joint Economic Research Program of the Government of the Republic of Kazakhstan together with the World Bank, the National Bureau of Statistics with the support of an international expert have developed a National Platform for Reporting on the SDGs (in the Open SDG platform format), following the example of such countries as the USA, Great Britain, Germany, Armenia. Currently, the alpha version of the National Reporting Platform in three languages is available on the Internet resource of the National Bureau of Statistics. In the coming years, from 2020 it is planned

to further develop this platform, including expanding the functionality in terms of presenting data in GIS format.

In order to carry out comprehensive work on monitoring the SDGs with the support of the World Bank experts, a Roadmap for monitoring the achievement of the SDGs for the period from 2020 to 2022 has been developed.<sup>65</sup> Based on the analysis of the Roadmap, it can be concluded that today it does not take into account the situation faced by the global community - the COVID 19 pandemic. Yet additional actions have already been taken in this direction and currently monitoring the SDGs with consideration to the pandemic is in progress.

As the analysis of the framework documents and national strategies for sustainable development have shown, the measures taken by governments in relation to the implementation of the 2030 Agenda in a varying degree cover two “dimensions” of sustainable development - “internal” (actions of the government and other stakeholders aimed at achieving the SDGs priority at the national level) and “external” (actions of the government and other stakeholders aimed at promoting the achievement of individual SDGs in foreign countries).

In this regard, we note that Kazakhstan is more focused on achieving the SDGs priority at the national level. Therefore, the Roadmap states that it is important to work on effective monitoring of progress in achieving the SDGs in Kazakhstan in terms of the implementation of such objectives as:

- Improving access to national statistics on SDGs by using open and sustainable data methods;
- Strengthening monitoring of the SDGs key indicators in such a way as to support the statistical capacity of the country;

---

<sup>65</sup> Agency for Strategic planning and reforms of the Republic of Kazakhstan Bureau of National statistics/ Monitoring of the Sustainable Development Goals until 2030//[https://stat.gov.kz/official/sustainable\\_development\\_goals](https://stat.gov.kz/official/sustainable_development_goals)

- Resolving remaining issues with global monitoring data through improved connectivity.

**At what stage is the maintenance of national statistics, taking into account the indicators required for the SDGs. Are reports on the achievement of the SDGs prepared for the UN?**

in July 2016, Kazakhstan presented its first Voluntary National Review on the implementation of the SDGs.

To date, the Bureau of National Statistics of the Agency for Strategic Planning and Reforms of the Republic of Kazakhstan, together with the members of 5 Interdepartmental Working Groups created under the Coordination Council on the Sustainable Development Goals, has developed a system of indicators for monitoring the SDGs of 280 indicators:

- 162 global indicators adopted unchanged;
- 44 global indicators include minor changes;
- 30 alternative / proxy indicators are offered;
- additionally included 44 national indicators.

However, some the SDGs indicators are not available yet due to some reasons.

**Table 5 – List of missing the SDGs key indicators**

| <b>Goals</b>   | <b>Indicators</b>   |
|--|---|
| Goal 6. Ensure availability and sustainable management of water and sanitation for all | 6.4.2 Level of pressure on water resources: freshwater withdrawal as a percentage of available freshwater resources<br><br>6.5.1 Degree of implementation of integrated water resources management (0 to 100) |

| Goals   | Indicators  |
|---|---|
| <p>Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p> | <p>8.4.1 Total inputs and inputs per capita and as a percentage of GDP</p> <p>8.4.2 Total domestic material consumption and domestic material consumption per capita and as a percentage of GDP</p>   |
| <p>Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</p>            | <p>9.4.1 CO2 emissions per unit of value added</p>  |
| <p>Goal 12. Ensure sustainable consumption and production patterns</p>  | <p>12.1.1 Number of countries with a national action plan for sustainable consumption and production, or that have included sustainable consumption and production as a priority or target in the national strategy</p> <p>12.2.1 Total inputs and inputs per capita and as a percentage of GDP</p> <p>12.2.2 Total domestic material consumption and domestic material consumption per capita and as a percentage of GDP</p> <p>12.6.1 Number of companies publishing sustainability reports</p> <p>12.c.1 Amount of fossil fuel subsidies per unit of GDP (production and consumption) and their share in total national spending on fossil fuels</p> |

| <b>Goals</b>   | <b>Indicators</b>  |
|--|--|
| <p>Goal 13. Take urgent action to combat climate change and its impacts</p>                                    | <p>13.2.1 Number of countries reporting the creation or implementation of a comprehensive policy / strategy / plan that enhances their ability to adapt to the adverse effects of climate change and contributes to the development of their resilience to climate change and the reduction of greenhouse gas emissions in a way that does not compromise threat to food production (including a national adaptation plan, a nationally determined contribution, a national public awareness system, preparation of a biennial update report, or others)</p> <p>13.3.1 Number of countries that have integrated climate change mitigation, adaptation and early warning into primary, secondary and tertiary education curricula</p> <p>13.3.2 Number of countries reporting strengthening institutional, systemic and individual capacities for climate change adaptation, mitigation and technology transfer and development</p> |
| <p>Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development</p> | <p>14.2.1 Proportion of national exclusive economic zones managed using ecosystem-based approaches</p>   |

| <b>Goals</b>   | <b>Indicators</b>  |
|--|--|
|  | <p>14.4.1 Proportion of fish stocks within biologically sustainable limits</p> <p>14.5.1 Proportion of marine protected areas</p> <p>14.6.1 Progress by Countries in Compliance with International Legal Instruments to Combat Illegal, Unreported and Unregulated Fishing</p>   |
| <p>Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</p> | <p>15.3.1 Area of land degraded as a percentage of total land area</p> <p>15.4.2 Mountain vegetation index</p> <p>15.6.1 Number of countries that have adopted packages of legislative, administrative and policy measures to ensure fair and non-discriminatory distribution of benefits</p> <p>15.7.1 Proportion of wild animals being poached or trafficked among species that are traded</p> <p>15.9.1 Progress towards the national targets set under Aichi Biodiversity Target 2 of the Strategic Plan for Biodiversity 2011–2020</p> <p>15.b.1 Volume of Official Development Assistance and Public Funds for the Conservation and Sustainable Use of Biodiversity and Ecosystems</p> |

| <b>Goals</b>  | <b>Indicators</b>  |
|---|--|
|   | 15.c.1 Proportion of wild animals being poached or trafficked among the species that are traded  |
| Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development | 17.14.1 Number of countries with mechanisms to improve policy coherence for sustainable development<br>17.18.1 Proportion of sustainable development indicators developed at the national level, fully disaggregated by relevant topics according to the Fundamental Principles of Official Statistics<br>17.18.2 Number of countries with national statistical legislation consistent with the fundamental principles of official statistics<br>17.18.3 Number of countries with a fully funded and implemented national statistical plan, by source of funding |

| Goals | Indicators  |
|-------|---|
|       | 17.19.1 Dollar value of all resources devoted to building statistical capacity in developing countries<br>17.19.2 Proportion of countries that a) conducted at least one population and housing census in the last 10 years; and b) achieved the target of birth registration 100% and death registration 80% |

The Bureau of National Statistics of the Agency of Strategic Planning and Reform of the Republic of Kazakhstan has also developed a national SDG reporting platform, which is under development<sup>66</sup>.

Kazakhstan, as a country that has committed itself to achieving the Sustainable Development Goals, is actively working in all areas and is ready to contribute to the successful achievement of global goals.

### **Specific government bodies dealing with the SDGs and their goals**

There is no separate state body in Kazakhstan that deals with SDG issues. At the same time, in order to coordinate the work on the implementation of the Global Development Agenda "Transforming Our World: The 2030 Agenda for Sustainable Development", on behalf of the Prime Minister of the Republic of Kazakhstan dated August 15, 2018, a Coordination Council for the Goals was established sustainable development chaired by the Deputy Prime Minister of the Republic of Kazakhstan. The Ministry of National Economy of the Republic of Kazakhstan is the coordinating body of the Council's work. The role of the

---

<sup>66</sup> <https://kazstat.github.io/sdg-site-kazstat/>

Secretariat is the Economic Research Institute JSC, which provides expert and analytical support.

The main tasks of the Council are:

- consideration and development of proposals for the formation of a unified policy for the implementation of the SDGs in the Republic of Kazakhstan;
- coordination of the activities of interdepartmental working groups in the areas of the SDGs;
- consideration and development of proposals for the implementation of the SDGs;
- participation in the formation of the National Voluntary Review of Kazakhstan on the SDGs.

To ensure the effective organization of the Council's activities, five working groups were created in five key areas of the 2030 Agenda, including:

- The "People" working group oversees the issues of poverty eradication, gender equality, healthy lifestyles, quality education;
- Prosperity Working Group promotes issues on inclusive growth and economic transformation;
- Working group "Planet" deals with the rational use of terrestrial ecosystems and water resources, as well as climate change;
- Working group "Peace", considers the tasks related to a safe and peaceful society, strong institutions, justice;
- Working group "Partnership" promotes issues in such areas as global partnership for sustainable development, resource mobilization, technology, capacity building, trade.

**What international organizations does the Government (special state bodies) cooperate with in relation to the SDGs?**

Kazakhstan has joined all major international documents related to the 2030 Development Agenda:

- July, 2015, Addis Ababa Action Agenda of the 3rd International Conference on Financing for Development;
- September 2015, UN General Assembly - adoption of the Sustainable Development Goals until 2030;
- December, 2015, Paris Agreement on Climate (reduction of greenhouse gas emissions by up to 15%)/

Fulfilling the role of the Secretariat for the implementation of the SDGs in Kazakhstan, the Economic Research Institute JSC of the Ministry of National Economy of the Republic of Kazakhstan conducts active research work on monitoring and evaluation commissioned by such international organizations as the Asian Development Bank, the Representative Office of the United Nations in Kazakhstan, the World Bank, etc.

**What are the main problems facing the Government of the country in the implementation of the Principles of Good Governance for Sustainable Development and the achievement of the Sustainable Development Goals?**

There are still unresolved issues that need to be addressed in the very near future. The most important issue and, at the same time, a difficult challenge for statisticians of all countries is to ensure the principle of the SDGs “Leave no one behind”, i.e. provision of high-quality disaggregated data on the situation of the most vulnerable groups of the population. But many countries at their level are already trying to find solutions to this issue, including new variables in current surveys and developing alternative data sources such as Big data and geospatial data. And most likely, statistical offices will need to pay significant attention to the introduction of alternative data sources, not only in the context of monitoring the SDGs, but in general for the development of other branches of statistics.

The SDGs monitoring issues require close interaction with interested government agencies, since they are providers for most of the statistical data. At the same time, other possible data providers, such as non-governmental and private sectors, cannot be ruled out. As you know, they produce a large amount of information, which, if properly processed, can also be used in the monitoring process.

Interaction with international organizations, especially custodian agencies, will continue and cover existing data gaps. In general, the National Bureau of Statistics of the Agency for Strategic Planning and Reforms on Statistics pays significant attention to statistics and the SDGs monitoring issues, and the creation of a dedicated office on the SDGs statistics is one example.

At the same time, for the effective implementation of the principles of good governance, it is necessary to follow such principles as:

### **1. From performance to potential**

The success of any organization depends on how well it mobilizes its resources: it uses creativity, maintains interest, enhances commitment, and optimizes results. Such success is based on what opportunities are provided to a civil servant to develop his abilities, demonstrate his potential, and realize himself. Success also depends on assigning the best people to positions of responsibility so that they can then create the conditions for others to contribute. The public service must evaluate candidates in terms of how far they can go in doing difficult jobs.

### **2. From results to process**

Governments should not measure their performance solely on results. It is not the results themselves that are important, but the quality of the process (business processes) that leads to these results. Achieving results does not guarantee that success will repeat itself. However, mastering the process of its implementation guarantees the achievement of results again and again in the future. The quality of the process does not mean simply maintaining existing rules and regulations, otherwise it would lead to thoughtless execution,

bureaucracy and lack of feedback. Process quality means constantly thinking about how to do it better in order to prepare for the future.

### **3. From coordinating action to coordinating vision**

It is necessary to introduce scenario planning methods that position the future as uncertain and unforeseen. This makes the performers more sensitive to change, which allows them to react more quickly to the events taking place.

The responsiveness in a decentralized system makes it possible to react to events quickly and with greater efficiency. However, this has its own costs - the level of broad systemic communication and coordination decreases. The actions of one government agency can create problems for another. It is necessary to think and act within the framework of a common coordinate system. Such a coordinate system and a common language for communication is set by scenario planning. It forces government agencies to think about the future on a systematic basis.

### **4. From the smallest outlet to the largest inlet**

Decentralization of budgeting is based on the idea that those closest to the client are in a better position to optimize the resources used in the provision of services. To optimize the resources used, the critical question is: "This is the amount we have at our disposal. What can we do from this? " This approach allows us to prioritize and stimulate creativity and innovation, as opposed to the previous quest-driven approach: "This is what we want to do. This is the amount we need".

### **5. From management to leadership**

Public administration must move from being a mere service provider and regulator to being a catalyst for change. Public administration should become a guide to the future, leading society and business.

In the future, there is a continuation of a large joint work called "nationalization of the SDGs", where the key participants should be not only government bodies, but also civil society together with the private sector. And,

probably, the key to success can be found through the definition of specific ultimate goals for each participant in this process.

## THE KYRGYZ REPUBLIC

**Author: Chingis R. Ibragimov**

Co-founder, head of curriculum development,  
Harbour Space University of Barcelona

The problems faced by a country's government can be divided into at least two categories: theoretical and applied.

The main characteristics of any government are stability and predictability. There is a known order. First of all, recognizing the factors affecting social processes and then setting goals for managing these factors.

The next step is to fix a set of goals and prioritize them. The question of priority is extremely important. Violation of this principle often leads to inefficient use of resources in cases when goals have almost no value, and vice versa, the most vital tasks are left out of sight. In my opinion, this is one of the key characteristics of modern management approaches.

Assessment of the current state of public institutions and the processes of their development. It is imperative to determine in what direction this development is headed. It often happens that behind the seeming development there are actually degradation processes. In the experience of several coups d'etat and changes of management teams, we have seen not just the same sad result, but a worsening one with each successive coup.

The level of managerial competence is getting lower and lower.

You as experts in the field of administration and management should be well aware that state management is one of the most complex, multi-component fields of knowledge.

The training of managerial personnel, their selection should begin in the early grades of school. It would be naive to believe that anyone can do this. Here, as

in any field of activity, talented people are needed. And this is only to keep at least some minimum level of stability in public life.

If we want to achieve development, sustainable development, or even rapid and sustainable development, then we do not just need talented managers, but rather professional and well-trained ones.

One of the peculiarities is presence of a big number of people from business environment in the state apparatus. In fundamental economic theory it was proved a long time ago that the methods working on the level of microeconomics are practically inapplicable on the level of macroeconomics. This applies to the assessment, analysis, forecasting and implementation of the economic development of countries.

Also, from the last negative cases when the new employees who have come to responsible state positions, face a very big tail of the accumulated problems from the previous managing staff. Time-delayed consequences, often criminal in nature, can fall on such an employee. In such cases, such employees prefer to take no action at all and simply maintain the status quo.

The big problem is the inability of management personnel to predict not only the direct consequences of management decisions, but also the side effects of the second and third order. Prediction of their dynamic change over time. Often there are cases when we see a short term direct positive effect of a perfect managerial effect, and then literally the next month the side effects simply eat up the whole result, and sometimes they lead to the opposite result. This situation is well expressed by the famous phrase: "We wanted the best. It turned out the same as always".

All of these cases lie in the theoretical knowledge of management science.

If we want to have a stable and predictable development of the state, the main accent should be made on a deep theoretical study of processes and methods of management. There must be a strict selection of managerial personnel. No empty demagogues should be allowed.

In the current super dynamic epoch, when the speed and density of life events and correspondingly situations, when it is necessary to make a qualified verified management decision demands the managers who will make 10 correct decisions out of 10.

All the existing schools of management training in the country are not simply outdated (they have never been in conformity with at least minimal requirements), but they are completely discredited. One could argue that the opposite would be true if the country had not experienced so many disgraceful collapses of statehood.

The problem of corruption and the issues of combating it are almost always presented through the statistics of detected cases and criminal penalties. Practically never are its sources mentioned. Very often its generating factors are misunderstood. But its sources are at the level of education in families, kindergartens and secondary schools.

Its sources are often concealed from the moral aspect of its emergence.

As I said before, corruption starts at the early school stage when values and behavior patterns of society members are shaped.

There are practically no structures dealing with even a simple review of moral education of new generations. Probably, if we conduct an honest survey of the new generation, we will overwhelmingly get the answer that corruption is bad only when you find yourself on the wrong side of these barricades.

Also, one of the recommendations I would put first the task of identifying hidden autonomous destructive processes in the entire system of functioning of state bodies. Before starting creative processes. It is like building a house on a swamp, every brick laid will simply sink. In our case, we see the consequences of not following this recommendation - we are stomping in place and even sliding down under the pressure of unidentified negative processes. Until these sandbags are cut off, our balloon will not take off.

We want to emphasize again the importance of following the developed principles of effective public administration. One important observation is that they are only workable if they are implemented cumulatively. In other words, if one or more of them are not followed, then the whole system of governance collapses, or the term of its functioning is statistically predetermined as not long term. If we proceed from the understanding that any management of social development processes is useless without long-term planning, then we must necessarily keep in mind the closing twelfth principle - the application of all 11 principles only in the aggregate.

Another important observation is that the difference between understanding the essence of the principles of effective management and their practical implementation depends on the basic training of managers, their level of thinking culture, breadth of mind and creative potential. We often encounter situations where we try to follow a principle, but we do not know how to put it into practice. Even if there are ready detailed recommendations and clarifications, we still need a creative approach in each individual case.

The next practical problem is the imitation of following these principles of effective management, when only the external side of activity is performed without realization of its essence only in order to set a check mark, to report on the imaginary realization. At the same time, while an illusory facade of the external side of the management process is built, its internal potential of growing problems is accumulated until it reaches critical values and catastrophic collapse of the public administration system does not occur. In our country this happens in the vast majority of cases. All of you have witnessed three coups d'état in our country in the last 15 years. The saddest part is that this is hardly the end of this series of events.

If we do a review of reports on the implementation and realization of these principles of good governance in recent years, we are likely to see many positive statements and statements of the state of processes, but all this will be far from reality.

It is critically important for our country to somehow reconsider the approaches to getting feedback, assessing the state and the changes being implemented.

It is necessary to move to a new, deeper level of analysis, to take into account not only the direct but also the side effects of the implemented initiatives. And then track the dynamics of their mutual change. Again, not to get the result according to the famous expression: “Wanted the best, but it turned out as always”.

#### **4) Integrity**

In acting in the public interest, civil servants must perform their official duties honestly, fairly, and morally.

This is probably the most painful point. Its realization is the key to breaking the vicious circle of doom among the country's population. Corruption pervades government agencies at all levels of activity. Only for the last year, members of the Supreme Court, employees of the supervising power bodies, several heads of departments of the Financial Police and Tax Service were brought to trial on corruption cases. If to enumerate the cases in the structures of the Ministry of Internal Affairs, Prosecutor's Office, municipalities, we would need a separate report. Also high-profile are the cases of corruption in the Central Election Commission during the parliamentary elections of the republic. They were one of the reasons for the riots at the end of the elections in October 2020. There were also cases of quarantine activities during the coronavirus pandemic in the spring and summer of 2020 in the structures of the Ministry of Health. The situation of mass vote-buying during the parliamentary elections in the fall of 2020 turned one of the fundamental institutions of a democratic state into a complete shame. Which eventually led to riots and another coup d'état. There is

no need to repeat that such a collapse of statehood sets the country's development back decades. Violation of the principle of social justice, the threshold of which is nevertheless quite high (the population is ready to tolerate a lot and a long time), and this is always abused by those occupying governing state positions, always leads to disastrous consequences.

I would also like to draw attention to the growth in the number of anti-corruption cases in recent years, but from a different angle. Many experts cite the multiplicity of arrests in anti-corruption cases as a good thing, but no one asks the question why there are more and more of them - because investigators are working better or because the number of corrupt officials is simply growing? The question should be formulated as follows - where are the hidden roots of corruption and its late escapes? Corruption has permeated society across the board, from ordinary citizens who sell their votes in elections for cash to presidents who buy those same votes also for cash.

In the last 15 years, four of the six presidents of the republic and five of the seven mayors of Bishkek were under investigation, imprisoned or on the international wanted list.

The principle of preventing conflicts of interest is almost completely impossible in a country where appointments are based on tribal and corporate affiliation. Ensuring adequate remuneration of civil servants depends on the state budget system, which in turn depends on macroeconomic policy, which further depends on the availability of professional economists, the appearance of which in turn depends on the state approach to the selection and training of managerial personnel and the organization of the educational system.

## **7) The principle of "No one should be forgotten"**

To ensure that all people can achieve their potential with dignity and equality, public policies must take into account the needs and aspirations of all segments of society, including the poorest and most vulnerable and those who are subject to discrimination

Social justice and fiscal policy are a key to political stability and the sustainability of governance processes. If it is not respected, it is almost guaranteed to lead to widespread riots, up to and including coup attempts. Experience has shown that this happens frequently.

### **(8) Non-discrimination**

In order to respect, protect and promote human rights and fundamental freedoms, access to public service for all must be on general terms of equality, without distinction of any kind as to race, color, sex, language, religion, political or other opinion, national or social origin, property, birth, disability or other status

There is still a problem of regional division between the northern and southern parts of the country. There are tacit rules for the distribution of positions according to this principle. The observance of the balance is very subjective.

### **9) Participation**

In order for a state to be effective, all influential political groups need to actively participate in issues that directly affect them and be able to influence policy

The issue of free elections is one of the most painful. It is connected both with the history of falsifications and with the direct bribery of votes. The institution of free expression of will has become a capital race. Today an ideological politician who does not have big financing and is not a member of different clan-corporate groups has no chance to be elected to the president, parliament or even to municipal assemblies.

The process of broadcasting public feedback is extremely difficult. In recent decades, this is possible only through mass rallies, which makes constructive dialogue between the people and the authorities difficult.

### **11) Intergenerational Equity**

To ensure the well-being and quality of life for all people, institutions should plan their administrative actions in such a way that meeting the short-term needs of the present generation is linked to the longer-term needs of future generations. A recurring issue on the agenda today is the problem of growing foreign debt and the lack of understanding of the sources of repayment. The problem is presented in connection with a hypothetical negative scenario, that the external debt will have to be repaid by alienation of territories. One of the proposed ways to open a fund for voluntary donations from the population in order to pay it off.

The problem of air pollution in the cities is acute. This is especially noticeable during the heating season, since most of the private sector is heated by coal.

### **Policy Setting for the 2030 Agenda**

In adopting the 2030 Agenda for Sustainable Development in 2015, UN Member States recognized that economic growth and industrialization go hand in hand with combatting poverty and improving health, education, social protection, a healthy environment and community resilience to climate change. Sustainable development challenges are both broad and complex and take hold over different time scales. The UN global campaign, “The World We Want” identified Kyrgyzstan as one of the countries for participatory national consultations. A two-phased process commenced in 2013 under leadership of the Ministry of Economy and UNCT and engaged with more than 10,000 representatives of the Government, CSOs, private sector, and media. The focus also was on those population groups whose voices were not always heard - such as ethnic minorities, people with disabilities, people living with HIV/AIDS, youth, children, older persons, unemployed, labor migrants, and women heading households. Contributors to national consultations were of the view that the core issues of future development should encompass economic growth and employment and public administration as top priority areas.

## **Current National Development Planning**

Two important strategic planning processes begun have shaped the country's development vision: the National Sustainable Development Strategy of the Kyrgyz Republic for 2018-2040 "Taza Koom – Zhany Door" ("Transparent Society – New Epoch"), launched by the Office of the President, followed by wide national consultations. The National Development Programme for 2018-2022, "Unity, Trust, Creation" serves as a medium-term implementation programme for the 2040 Strategy. Kyrgyzstan also became first country in Central Asia to join the Open Government Partnership in November 2017.

Since the MAPS process began, the Government of Kyrgyzstan has finalized: National Development Strategy of the Kyrgyz Republic 2018-2040, endorsed in November 2018

Government's Programme "Unity, Trust, Creation" 2018-2022, endorsed in April 2018

"Digital Kyrgyzstan 2019 - 2023" strategy, endorsed by the Security Council in December 2018

The National Development Strategy 2040 sets forth four strategic areas:

1. Human Development: recognizing the importance of access to and engagement in society through equal access to health, education, decent work, culture, science and civil integration.
2. Economic Well-being and Promoting Business and Finance: recognizing the importance of developing a competitive economy, making the most of human capital and formal labor markets, improving investment potential and regional development with quality infrastructure. It also seeks to develop key sectors of the economy such as the agro-industrial complex, light industry and

sustainable tourism. Ensuring environmental sustainability and adaptation to climate change will underpin long-term growth of the economy.

3. Public administration: ensuring a strong and stable public administration through a balanced system of state power, fair judicial system, development of local self-governance, strengthening national and regional security, economic and diplomatic integration and promotion of a digital economy.

4. Transformation of the development system: reforming management of development system by review of all previous development policies prior to the National Development Strategy 2040, strengthening the capacity for coordination in development through reorganizing the National Council for Sustainable Development and improved capacities and use of technologies as well as monitoring and evaluation. The ambitious medium-term development agenda (“Unity, Trust, Creation”, 2018-2022) is anchored on advancing broad-based economic development, improving public administration through more effective public services, development of strategic sectors of the economy (agro-industries, tourism, small-scale industries, energy, infrastructure, mining and water), promoting sustainable human development, and advancing access to justice, with gender, environment, and technological advancement as cross-cutting approaches. The National Strategy for Gender Equality 2020 addresses women’s economic empowerment and development, education for women and girls, access to justice and women’s political empowerment. The Kyrgyz Government was the first in Central Asia to adopt a National Action Plan (NAP) in 2013 to implement the UN Security Council Resolution 1325 on Women, Peace and Security, with subsequent NAPs implemented with assistance from the UN. The Law on Social and Legal Protection against Domestic Violence was amended in 2016, and amendments made to the criminal code to strengthen enforcement of punishments for bride kidnapping. The Government has declared 2018 as the year of regional development and outlined a regional development strategy to accompany the national medium-term plan. Through

these processes the Kyrgyz Government has demonstrated its full commitment to the implementation of the SDGs. However, it is strongly recommended that national SDG indicators should be included into the National Development Strategy of the Kyrgyz Republic for 2018-2040 and the National Development Programme for 2018-2022, “Unity, Trust, Creation”. This would allow for a continuous process of monitoring and evaluation of the development planning cycle. Further development of the SDGs into sub-national (regional) development plans should also be considered. Previous support from the UN system helped to shape the 2040 National Development Strategy to integrate the SDGs more fully. The timing of the MAPS mission coincided with assessing the above draft national development strategies to determine their alignment to the SDGs. This resulted in a constructive dialogue with the Office of President and the MAPS team provided strategic advice which strengthened the following policy areas:

- Food security and agriculture;
- Education
- Health
- Gender equality and women’s empowerment
- Social protection
- Governance as a cross-cutting issue

#### Institutional Coordination for the SDGs

A coordination committee on SDGs Adaptation, Implementation and Monitoring established in 2016 operates under direct supervision of the Prime Minister of the Kyrgyz Republic. It includes representatives of legislative authorities, ministries and government agencies, international and non-governmental organizations. The Government’s Economy and Investment

Department serves as its secretariat. Overall, the implementation of the 2030 Agenda in Kyrgyzstan is elevated to the highest level of government within the National Sustainable Development Council chaired by the President. The Coordination Committee for the Achievement of the SDGs, comprised of representatives from Parliament, government offices, line ministries, development partners and the National Statistical Committee (NSC) is responsible for implementation. As part of the work of this coordination body, the NSC is mandated to lead and oversee SDGs-related data and evidence-generation efforts. Going forward, it will be important for the relevant government working groups to support the integration of SDGs into their work and establishing a reporting mechanism to the NSDC on progress on addressing relevant SDGs. Figure 1 Institutional arrangements for SDGs in Kyrgyzstan

The Statistical Law adopted by the Parliament of the Kyrgyz Republic in February 2007 and amended in 2009 and 2013 plays a fundamental role in tracking the SDGs. However, a new and modernized law is currently under development, is expected to define for the first-time concepts of Official Statistics and provide a clear definition of the National Statistical System. The law is expected to address the use of administrative data, the issues of dissemination of official statistics, and others. It will serve as a critical contribution towards strengthening the mandate of the NSC to lead and oversee SDGs data and evidence generation efforts, including its role in the collection, production and dissemination of sectoral data.

Kyrgyzstan's National Strategy for the Development of Statistics (2015-2019) aims to improve the national statistical system through a focus on the following components:

- 1) legislative framework
- 2) organization of statistics
- 3) implementation of advanced information and communication technologies for the integration of processes statistical production

- 4) improving the quality of output data and usability of data
- 5) strengthening its human resources capacity.

Section 2 of the 2018-2022 medium-term Programme includes an item entitled “Development and adaptation of SDG indicators”, serving as the basis for committing the NSC to undertaking concrete steps in this area. Subsequent steps have been put in place to establish more detailed links between the activities listed in the Programme and the activities required for the implementation of the national SDGs monitoring and reporting framework.

Institutional capacities Kyrgyzstan continues to grapple with persistent governance and rule of law challenges. While regulatory quality, political stability and control of corruption appear to be improving in the last two years, the political economy situation of the country presents risks to the sustainability of governance reforms. Trend in Kyrgyzstan’s World Governance Indicators (WGI), 1996-2016. (World Bank) A policy cycle and bottleneck analysis indicate that governance and peacebuilding in Kyrgyzstan is challenged along three major fronts:

1. Integration and monitoring of short- and medium-term budgetary frameworks in national policy and legislative frameworks is lacking, causing short-term and ad hoc approaches to policy financing and implementation. Centralized approaches constrain the effectiveness and efficiency of the bureaucracy, amidst shifting development priorities as well as perceived ambiguities on the role of, and the influence of, the Parliament and parliamentarians in executive decisions.
2. New legislations and policies are not matched by public sector capacity, and effective implementation affect achievement of policy objectives. Public administration is constrained by high leadership 11 turnover in executive

positions, the civil service continues to face high risks of politicization and is characterized by fragmentation in structure and salary scale, absence of effective performance management system, and weaknesses in ensuring inclusive, competency-based recruitment and talent management system. These constraints also exist at the local level, where local self-government bodies consistently face issues of inadequate human resources, funding, technical competencies, and coordination, thus contributing directly to poor delivery of public services.

3. The absence of a strong culture of downward accountability – critical to driving norms, standards and behavior for well-performing democratic institutions, reinforces institutional inefficiencies, promotes traditional, centrally-driven hierarchies, and dis-incentivizes innovation and good performance given weak rewards systems. Low legal and rights awareness among the population, nascent and/or under-resourced independent institutions, and weak results-oriented performance measurement, further underpin this culture. These three challenges reinforce persistent development deficits and act as a bottleneck to promoting sustainable development and achieving the SDGs. This is important as emphasis on reducing the risks of conflict and violence is highly relevant in Kyrgyzstan’s context.



# THE REPUBLIC OF MOLDOVA

## **Authors: Svetlana V. Rusu**

Researcher at the Department of Migration and Demographic Policy of  
MGIMO University

## **Ion Partachi**

PhD, University Professor

Chief of the Department «Statistics and Economic Forecasting»

Academy of Economic Studies of Moldova, Chisinau, the Republic of  
Moldova

The Republic of Moldova is a country situated in Eastern Europe, with a population of 4 026 883 million people (2021). Moldova is in the global demographic trend of global aging of the world's population and the resulting demographic crisis in a number of countries, both developed and developing. Low birth rate, low life expectancy, aging population, about one third of the working-age population currently abroad, characterize demographic changes in Moldova in recent years.

In the Republic of Moldova, the nationalization process was organized similar to other countries in the region. On September 25, 2015, Moldova signed with other UN member states A / RES / 70/1 Transforming our world: the 2030 Agenda for sustainable development. The implementation of all tasks is mainly associated with effective public administration and includes the existence of effective legislation and government agencies that will create a favorable environment for the implementation of these goals.

Principles of Effective Governance for Sustainable Development

Objective 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels and provide for the implementation of the following tasks:

Target 16.5: Substantially reduce corruption and bribery in all their forms

Target 16.6: Develop effective, accountable and transparent institutions at all levels

Target 16.7: Ensure responsive, inclusive, participatory and representative decision-making at all levels.

Target 16.8: Broaden and strengthen the participation of developing countries in the institutions of global governance.

Target 16.10: Ensure public access to inform and protect fundamental freedoms, in accordance with the national legislation and international agreements.

Target 16.a: Strengthen relevant national institutions, including through international cooperation, to build capacity at all levels, in particular in developing countries to prevent violence, combat terrorism and crime.

Target 16.b: Promote and enforce non-discriminatory laws and policies for sustainable development.

In the Republic of Moldova, the adaptation of the 2030 agenda began as a result of cooperation between the government, UN Moldova, as a key partner in the development of the Republic of Moldova and Expert-Group, which provided analytical support for the entire process. This task was to identify relevant and priority goals for the Republic of Moldova, as well as adapting the goals for achieving national specifics (without affecting the nature and spirit of the SDG objectives). It is important that the process is very transparent: all interested parties, decision-makers, development partners, representatives of the private sector and civil society organizations, as well as civil leaders were invited to consult.

"The adaptation process consisted of five major stages:

1. Technical analysis of the links between the SDG targets and national policies. The main goal of this phase was to understand the level of coherence between the 2030 Agenda and domestic policy priorities.

2. Consultations between policymakers, development partners, the private sector and civil society organizations on the current and priority objects of SDGs. The main goal was to understand the views of as many stakeholders as possible about which SDG goals should be adopted by Moldova and in what form (some goals need adjustment).

3. Analysis of all interdependencies among all SDG objectives to identify central objectives, the application of which creates the greatest number of positive effects on the other objectives and thus accelerates the implementation of the entire 2030 Agenda. Thus, a set of "SDG central objectives" has been identified and these should be taken into account by the government when prioritizing resource allocation. In view of their multiplier effect, it is recommended to include "core SDGs" in the National Development Strategy. The rest of the SDG targets, which are by no means less important, are recommended for inclusion in cross-sectoral and sectoral strategic planning documents.

4. Formulation of recommendations for mainstreaming the SDGs into the planning and policymaking process at all levels in order to make the 2030 Agenda operational.

5. Definition of a data ecosystem for the SDGs, which lasted in parallel with the stages of nationalization of the SDG goals mentioned above. A key precondition for effective implementation of the 2030 Agenda is a robust and transparent monitoring and evaluation system that can be implemented based on the set of SMART performance indicators assigned to each SDG goal. Since the definition of the relevant SDG targets, a thorough statistical analysis has been carried out in order to determine the appropriate indicators that will be used to measure performance in achieving specific goals."

A year later, on July 27, 2016, the National Coordination Council for Sustainable Development was established by Government Decree No. 912 of July 25, 2016, whose members are appointed at the appropriate stage by ministers and directors, ministries and government agencies. The

implementation of the 2030 Agenda, as well as the development of the set of indicators for its monitoring, is boosted by the cooperation between the Government of the Republic of Moldova and the UN Country Office. At the initiation stage of the nationalization/discussion process, inter-institutional working groups were created which ensured maximum transparency of the process. Another moment that should be mentioned is the fact that the nationalization process took place through the prism of policy documents – National Development Strategy Moldova 2030 and Sectoral strategies. It is very important to note that the working groups created, in addition to representatives of ministries and branch agencies, also had representatives of civil society.

Since 2016, the Republic of Moldova has been taking a number of steps aimed at a comprehensive reform of the public administration system. According to Articles 107, 108, 109, 110, 111, 112 and 113 of the Constitution of the Republic of Moldova, ministries are the central sectoral bodies of the state. They implement, in accordance with the law, the policy of the government, its decisions and orders, manage the entrusted spheres of activity and are responsible for their activities.

On July 6, 2016, the Government approved the Public Administration Reform Strategy between 2016-2020. The strategy focuses on five aspects of public administration: increasing administrative responsibility; improving the process of developing and coordinating state policy; improving public services; modernization of public finance, civil service and human resources management. The Approved Document differed from the previous policy of reforming public administration in that it not only limited itself to central government agencies, but also targeted local ones. The strategy was implemented in two stages: 2016–2018, during which the main attention was paid to the reform of central public administration authorities, and 2019–2020, aimed at reforming local self-government authorities.

For the implementation of the strategy on Public Administration Reform for 2016-2020, the government approved the Action Plan for 2016-2018 To

implement the strategy of public administration reform for 2016-2020, the government approved the Action Plan for 2016-2018 to formulate and define the actions of the plan, taking into account the provisions of the government for 2016-2020, the program of activities, conclusions and recommendations of development partners of the Republic of Moldova, including the results of the study "principles of Public Administration", carried out by the OECD SIGMA Programme between October 2015 and March 2016.

The principles of public administration reform are:

- Legality;
- Partnership and institutional dialogue;
- Integrity;
- Participation, impartiality and inclusion;
- Openness and transparency;
- Professionalism;
- Focus on citizens;
- Efficiency and effectiveness;
- Vision and durability;
- Responsibility.

The Law № 93/2017 on official statistics of 26 May 2017 is aimed at the stable development of the national statistical system in the medium term and provides the improvement of the statistical infrastructure and the improvement of certain statistical areas and methodologies. According to this law, the National Bureau of Statistics is reorganized by merging (absorption) with the public Institution “Information service of financial reports attached to the National Bureau of Statistics”.

The National Bureau of Statistics, within 3 months from the date of entry into force of the decision:

- 1) will reorganize the territorial subdivisions of statistics in accordance with the provisions of the legislation;

2) will submit to the Government for approval the calculation methodology, the nomenclature and the size of tariffs for services provided for a fee by the National Bureau of Statistics.

It should also be noted that in recent years, the Republic of Moldova has made significant progress in the introduction and use of information technologies in public administration. To this end, the Government of the Republic of Moldova signed the Resolution № 314 on May 22, 2017 on the establishment of the Public Services Agency. The purpose of the Agency is to provide public services in electronic form, to form a system of interdepartmental electronic interaction and to create a basic state information system.

According to the official declarations and statements in 2020, the public administration of the Republic of Moldova is more efficient and responsible at all levels, serves only the interests of citizens using efficient financial resources and applies transparent catalyst and according to clear standards, important deduction of and according to country standards.

The main institution responsible for the implementation of the sustainable development in Moldova are:

1. The Parliament of the Republic of Moldova, which adopts the NDS correlated with SDGs; adopts the necessary laws for SDGs; approves the financial resources in accordance with SDGs priorities; supervises the SDGs implementation by the Government and informs the public about the importance of SDGs

2. The Government of the Republic of Moldova, which ensures the implementation of domestic and foreign policy of the State and governs the public administration. Its aim is to approve intersectoral and sectoral policy papers correlated with SDGs; to approve regulatory acts and draft laws correlated with SDGs; to approve MTBF correlated with SDGs and to develop the State Budget correlated with SDGs.

3. National Coordination Council for Sustainable Development is the main and the most important platform for high level coordination and monitoring of the

adaptation and integration of SDGs in national policies. The members of the Council are: government members, representatives of State Chancellery, of academia and of associative sector, being chaired by the Prime Minister. Under the Council, there are sectoral groups created in the state authorities involved in strategic planning. The NCCSD is responsible for ensuring the localization process for the SDGs included in the 2030 Agenda for Sustainable Development; the process of coordination and monitoring of adaptation and implementation of SDG targets at the national level; the coordination the assessment of the efficiency, effectiveness and impact of SDGs localization in national policy documents; the collaboration with development partners in order to raise awareness of importance of SDGs from the 2030 Agenda for Sustainable Development, the involvement of the entire society, and to implementation of these objectives in the Republic of Moldova; the improvement of the composition of sectoral working groups from public authorities that participate in developing sectoral and regional plans, programs, concepts and strategies, other sectoral policy documents approved by the government, and in performing other national and international commitments related to SDGs implementation.

4. Inter-ministerial Committee for Strategic Planning which was established in order to optimize the strategic planning. The Committee has a wide range of responsibilities to ensure a coherent national strategic planning system related to financial resources and the European integration agenda. Its main role during the nationalization of the SDGs is to approve development priorities for national policy documents, medium-term budgetary frameworks and o social development assistance. More precisely, ICSP ensures consistency between the strategic priorities set out in the program documents and the actions taken by the central specialized public administration authorities to achieve them; coordinates the development and monitors the implementation of the Activity Program of the Government, National Development Strategy and other strategic documents; monitors the activity of the Group Coordinating the Development

of Medium-Term Expenditure Framework, the National Council for Regional Development and other Government committees involved in strategic planning; ensures the correlation of the developed policies with the commitments undertaken by the Government, especially with the European integration agenda; ensures the correlation of foreign assistance programs with the identified strategic priorities; ensures that central public authorities develop sectoral and intersectoral policies from the perspective of a balanced regional development.

5. State Chancellery is responsible for establishing the general framework that defines the Government priorities, providing methodological and organisational support to the public policy planning, developing and implementing system at the level of ministries and other central administrative authorities. The Policy Coordination and Foreign Aid Unit operates under the State Chancellery, whose key functions are to determine government priorities; analyses and ensure the alignment of policy documents and regulatory acts with the country's strategic priorities; establish a methodological and organizational framework for the public policy planning, developing and implementing system at the level of ministries and other central public authorities; harmonizes the national strategic documents and the action plans implementing them, Medium-Term Budgetary Framework and other policy papers and commitments, so that they may provide to the Government and to the Central Public Administration Authorities a clear understanding of priorities; manage the entire cycle of programming the foreign assistance and harmonize it with the budgetary cycle and with policy planning. In order to perform these duties, the Unit monitors the National Development Strategy and the Activity Program of the Government, develops and monitors the Government Action Plan, coordinates the preparation of strategic development programs by the authorities, endorses policy documents. Simultaneously, the Unit coordinates the nationalization, implementation and monitoring of SDGs, and performs the duties of NCCSD secretariat. Thus, the State Chancellery, through the Department for Policy Coordination and Foreign

Aid, acts as a filter in the alignment of program documents and public policies with the SDGs prior to their approval by the Government, while simultaneously monitoring the implementation of the SDGs at the national level.

6. The Ministry of Finance and submits the Medium Term Budgetary Framework for approval to the Government, which plays a key role in the strategic planning process as it links the policy framework with the resource framework. Thus, the Ministry approves all program documents in terms of the resources planned for their implementation; organizes and coordinates the MTBF development; determines the expenditure limits by sectors; reviews the sector expenditure strategies; coordinates the distribution of sectoral expenditure limits by components of national public budget and by central public authorities; develops the MTBF, consults, and submits it to the Government for approval. To regulate and standardize the complex process of budgetary planning according to the development priorities, the Ministry of Finance develops detailed methodological rules on preparing, approving and amending the budget, which should be followed by central administrative authorities. As a result, it is necessary to make references to the Sustainable Development Goals at every stage described in the methodological rules in order to mainstream the SDGs in the budget process.

7. Local public authorities develop, implement, monitor, and evaluate public policies, submits budget proposals to the Ministry of Finance, and ensure the fulfilment of the international commitments within their remit. Thus, the central public authorities are directly responsible for nationalizing and mainstreaming SDGs in the sectoral and intersectoral policy documents, and for implementing and monitoring the SDGs. At the level of central public authorities, the public policies and the policy documents are developed and coordinated by the internal sub-divisions in charge of the corresponding policy areas. These units should incorporate commitments made under the 2030 Agenda into sectoral policies. At the same time, policy analysis, monitoring and evaluation teams established in each ministry play an important role in this process. They provide

methodological support during the development of policies, align the public policies under development with the national policy documents, and correlate the developed public policies with the framework of available financial resources. According to their mandate, the Policy Analysis, Monitoring and Evaluation units are responsible at the institutional level for incorporating the SDGs into sectoral policy documents and then monitoring their implementation. Like in the case of the State Chancellery, the Policy Analysis, Monitoring and Evaluation Unit are aimed to ensure the coherence between sectoral policy documents developed by authorities, the national priorities, budgetary framework and the international commitments, such as the 2030 Agenda for Sustainable Development.

#### Cooperation with International Organizations

The Republic of Moldova is working together with the United Nations to contribute to the development and protection of human rights and to improve living conditions in the country, as well as to achieve goals for future international cooperation.

These key events and strategic aspirations lie at the heart of the United Nations Partnership Framework for Sustainable Development (PFSD) with the Government of Moldova for the period 2018-2022, which aims to help Moldova achieve the SDGs by supporting the European integration drive through the rights and an inclusive approach. To make all this possible, Moldova cooperates with a number of international organizations:

#### UNCT Moldova – Resident Agencies

Food and Agriculture Organization of the United Nation (FAO) .

The FAO's office in Chisinau was opened in 2015. In 2014, the Government of Moldova adopted the National Agriculture and Rural Development Strategy (NARDS) for the period of 2014-2020. The priorities of NARDS are the following: Increase competitiveness of the agri-food sector through modernization and market integration; Ensure sustainable management of natural resources in agriculture; Improve standards of living in rural areas. In

addition, the Government is implementing the National Strategy on Environment for 2014-2023, which focuses on sustainable development, environment protection and disaster risk management.

International Labor Organization (ILO). The ILO in Moldova has been active since October 2005 with a focus on major nation-wide challenges identified with its constituents and emphasized in its. The ILO has supported recent reforms, including public sector pay reform and the modernization of the public employment service (PES). It supported the first time ever Local Employment Partnerships to generate jobs and improve livelihoods in rural communities. ILO builds knowledge on better working conditions with regard to working time, contractual arrangements and employment protection. ILO helps Moldova meet reporting obligations to ratified International Labor Standards (42 ILO Conventions), including the 8 Fundamental Conventions.

International Organization for Migration (IOM). The IOM Mission in Moldova opened in 2001, whereas Moldova officially became an IOM Member State in 2003. The Mission's main commitment follows the principle that humane and orderly migration benefits migrants and society.

As a leading international organization in the field of migration, according to mutual agreements between IOM and the Government of the Republic of Moldova, the IOM Mission to Moldova works with its partners in the international community mainly in the following four areas: Migration & Development; Prevention and Protection (Counter-Trafficking); Migration Management and Facilitated Migration.

IOM works in partnership with the Moldovan government, international intergovernmental organizations as well as local NGOs on all aspects of migration, including developing capacities to manage migration flows, developing international cooperation, leveraging migration for development, better protecting the migrants' rights, providing guidance on migration legislation, improving migration management and border management and combating trafficking in human beings.

The Office of the High Commissioner for Human Rights (OHCHR) was established in Moldova in 2008. UN Human Rights in Moldova assists the UN Country Team in Moldova, the authorities, the judiciary, the parliament, national human rights institutions and civil society through technical advice and capacity building activities to protect, respect, fulfil and mainstream human rights in the country.

Joint United Nations Programme on HIV/AIDS (UNAIDS). UNAIDS is leading the global effort to end AIDS as a public health threat by 2030 as part of the Sustainable Development Goals. Together with other countries, the Republic of Moldova participated at the UN General Assembly in 2011 where the Political Declaration of Commitment to eliminate HIV/AIDS was signed. The joint Monitoring and Evaluation framework of the National Programme on Prevention and Control of HIV/AIDS and STI in the Republic of Moldova has been implemented starting from 2005.

United Nations Development Programme (UNDP). UNDP works in nearly 170 countries and territories, including the Republic of Moldova, helping to achieve the eradication of poverty, and the reduction of inequalities and exclusion. It helps Moldova to develop policies, leadership skills, partnering abilities, institutional capabilities and build resilience to sustain development results. UNDP in Moldova is guided by its Country Programme Document, and the UN-Moldova Development Assistance for 2018-2022, which is in line with the priorities of the Government of Moldova. UNDP Moldova's country programme for 2018–2022 has three major focus areas: Inclusive growth; Effective governance; Climate change, environment and energy; and three cross-cutting areas: Gender equality; Crisis response; Development impact. UNDP is supporting Government's efforts in spearheading the nationalization of Sustainable Development Goals (SDGs), and integrating the 2030 Agenda into the country's national development framework. With UN support, the Government of Moldova assessed the progress on achieving the SDGs and

presented its first Voluntary National Report at the High-Level Political Forum in July 2020.

United Nations Population Fund (UNFPA). UNFPA is an International Development Agency present in the Republic of Moldova since 1995 that promotes the right of every man - woman, man, child - to a healthy life and equal opportunities in society. The organization operates on the basis of the assistance and Cooperation Program signed with the Government of the Republic of Moldova and the UNFPA Country Program. The territorial coverage of the 2013-2017 Country Program is National, including the eastern regions of the Republic.

United Nations International Children's Emergency Fund (UNICEF). UNICEF has been working for the realization of the rights of children and women of Moldova since 1995. Partnerships with the government, parliamentarians, civil society, media, business and others have resulted in advances in the realization of children's rights in a number of areas and the increased commitment of duty bearers to the fulfilment of their obligations as per the Convention on the Rights of the Child (CRC). UNICEF's work addresses issues of all children in the country to improve their health, education, development, and protection.

During its current Country Programme, UNICEF aims to build, jointly with partners, on past successes to ensure that all children have access to basic services; that all children grow up in a caring and loving family; obtain a quality education, and develop to the best of their potential.

UNICEF supports both the government and civil society to ensure social inclusion of children and their families who are at risk of exclusion due to geographic disparities, poverty, ethnicity, disability, gender, and lack of parental care.

UN Women. Since 2010, UN Women in Moldova works at the intersection between gender equality and media. In partnership with the Independent Press Association of Moldova and a range of different media outlets, it seeks opportunities to raise awareness of gender equality among the media, including

through specialized workshops and toolkits to help them practice gender-sensitive reporting. Its main aim in Moldova is to combat violence against women in Moldova. The organization works closely with UN agencies in Moldova, under the leadership of the UN Resident Coordinator, to support efforts by the Government, Parliament, civil society, media and communities to promote gender equality and the empowerment of women.

World Health Organization (WHO). The WHO Country Office, Republic of Moldova, was established in 1995, in Chisinau, to provide continuous support to health authorities and partners in improving population health through evidence-based, sustainable public health and health care interventions as well as to advise on health in all policies. Over the years the Office has been the focal point for all WHO activities in the Republic of Moldova. The priorities for the Country Office are set out in the biennial collaborative agreement between WHO/Europe and the Republic of Moldova.

Moreover, Republic of Moldova cooperates with National Agency of regulation of nuclear and radiological activities (IAEA); United Nations Economic Commissions for Europe (UNECE); United Nations Environment Programme (UNEP) ; United Nations Industrial Development Organization (UNIDO) and United Nations Conference on Trade and Development (UNCTAD) in implementing the SDGs. Despite the fact, that this cooperation is limited, there are some points that help Moldova to achieve the SDGs.

#### Implementation of the Sustainable Development Goals

Moldova is moving towards the implementation of the Sustainable Development Goals. The Government of Moldova has prepared a national report on the implementation of the SDGs in the country in 2017 and 2020. The Reports are published on the website of The National Bureau of Statistics.

The Republic of Moldova conducted a light Rapid Integrated Assessment (RIA) of its national policy documents (such as strategies, programmes and plans). This exercise was intended to contribute to identifying gaps and weaknesses within the national policy framework about implementation of the SDGs.

The RIA showed that, overall, the national policy agenda is only partially aligned to the SDGs, and a third of the SDG targets are not included in any national policy papers. A total of 169 SDG targets was analyzed, and special focus was put on 126 quantitative targets. After mapping the national policy agenda and comparing it with the SDGs, it was found that only 11 percent of SDG targets were aligned to the national policy papers, therefore, these do not require any adjustments in terms of SDG alignment. In addition, most of the SDG targets (57 per cent) are only partially aligned to the policy papers of the Republic of Moldova – only a few components of these targets are included, and so the relevant national strategies need to be adjusted to better reflect the spirit and details of the SDG targets. At the same time, national policy papers do not reflect about one third of the SDG targets at all.

The government of the Republic of Moldova presented the first Voluntary National Assessment Report at the High-Level Political Forum in 2020. The VNR of the Republic of Moldova has been developed in a joint effort and participation, of public authorities, civil society organizations, young people, business environment, as well as the support and expertise of the agencies of the United Nations in the Republic of Moldova, and reflects the advances, challenges, and opportunities of the country in the implementation of the Sustainable Development Goals.

Also, the Republic of Moldova officially participated in two laboratories: Laboratory № 7 and № 15, where it presented the national experience in the implementation of the SDGs. The first was a laboratory organized by the Population Division of the United Nations Department of Economic and Social Affairs (Population Division of UN DESA), which was held on 9 July 2020, entitled “Reflecting Data on Demographic and Migration Trends in Voluntary National Assessment Reports”. The deputy director-general of the NBS, Aurelia Spataru, one of the speakers of the workshop, talked about the experience of the Republic of Moldova with respect to major policies of the population (and in particular in the fields of public health, and reproductive

health, aging, migration, and diaspora, and the empowerment of young people), which have been discussed in the context of the NRV, but it is also about the challenges and lessons learned on the use of the data, the recently revised by the NBS on population and international migration in the context of the Republic of Moldova.

The second NRV laboratory, hosted by the Republic of Moldova, was held on 15 July 2020, with the theme "national experience on the NRV development process: Republic of Moldova". The workshop was organized in the form of an interactive discussion between representatives of the government, the private sector and the National Youth Council of Moldova on the experience of the Republic of Moldova regarding the integration of the 2030 Agenda within the national policy system, the lessons learned in the implementation of the Sustainable Development Goals in the last 5 years.

The culminating event for the Republic of Moldova was the 16th session of the UN High-Level Policy Forum for Sustainable Development organized on 16 July 2020, during which the Deputy Secretary General of the government, Adrian Ermurachi, officially presented the first Voluntary National Assessment Report on the implementation of the Sustainable Development Goals.

Key messages on the challenges and priorities of the state in implementing the SDGs included: people and their skills are the main capital of the country, but it is compromised due to demographic decline; inequalities persist and the risk of poverty remains high; the vulnerability of the health system, demonstrated and following the Covid-19 pandemic, makes it necessary to reform this sector; dependence on external energy sources must be reduced, including through the promotion of energy efficiency; modest use of innovation and research limits the country's ability to intervene appropriately in solving economic problems; Environmental Protection is threatened by limited institutional capacities and financial resources; the implementation of the SDGs is conditional on the level of funding, while the monitoring of their implementation is influenced by the partial availability of data.

Main problems and challenges faced by local authorities during the implementation of Sustainable development principles

In implementing the Principles of Effective Public Administration for Sustainable Development and achieving the Sustainable Development Goals, the Government of Moldova faces the following challenges:

1. Insufficient alignment between national policies and the SDGs.
2. Reduced accessibility of data. Most of the statistical data needed to monitor the SDGs are available through the publications/web pages of the National Bureau of Statistics and other ministries and agencies involved in the process. However, these are indicators or data that cannot be found in the publications of branch institutions, the reasons are diverse, either the lack of primary sources, or the reason why information is available for a limited period of time.
3. Data Quality. Data quality is an important factor that also influences the quality of the SDG Monitoring Process. The establishment of the quality assurance system for the production of statistical data at SNB level and the entire national statistical system will facilitate the production of statistical indicators. Quality in this case implies compliance with methodological provisions at all stages – from planning and collecting data to their dissemination.
4. Lack of metadata related to data collection methods. Lack of information about calculation methodology, sources of information, lack of definitions and concepts related to indicators prevents the determination of data quality and comparability, between countries and periods. This limits the possibility of assessing whether the indicator meets the globally agreed definitions.
5. Limited cross-sectoral coordination and communication.

With only 9 years left until the 2030 deadline, Republic of Moldova needs to inject a sense of urgency. Achieving the 2030 Agenda requires immediate action and accelerated action by country, together with collaborative partnerships between governments and stakeholders at all levels. This ambitious Agenda requires a profound change that goes beyond the business

situation as usual. The challenges and questions that need to be addressed are of a different nature: political, legislative, economic and, of course, statistical. Only by combining all efforts, at all levels of government and public administration, Moldova will achieve the key indicators of Sustainable development and become a favorable country for the life of its citizens.

## RUSSIAN FEDERATION

**Authors: Natalya I. Platonova**

Deputy Head of the Department of Legal Support of Administration PhD in  
Law

Associated professor

**Mikhail A. Maksimov**

Lecturer at MGIMO University

**Nina M. Amirjanova,**

Lecturer at MGIMO University

### **SDG institutionalization**

Russia's current legislation doesn't reflect SDG. However, their actual implementation is possible due to the availability of some provisions in legal acts establish a legal framework underlying the actions to achieve SDG. The Constitution proclaims Russia a social state where the policy is aimed to create conditions ensuring a dignified life and free personal. The social focus of the Russian Federation state policy sets a framework for the implementation of the "social block" in sustainable development goals (SDG1, 2, 3, 4, 5, 6, 8 and 10). The role of legal norms, enshrined in the second chapter of the Russian Federation Constitution "Rights and freedoms of man and citizen", is very important. For example, the principle of equality captured in Article 19 is vital to achieve such goals as "Gender Equality" (SDG 5) and "Reduced Inequalities" (SDG 10). Basic social-economic human rights (Articles 36-41, 43) should be codified in the Constitution to implement economic and social goals of sustainable development. The environmental component of sustainable development should also be kept in mind. The implementation of the environmental SDG (6, 7, 13, 14 and 15) would have been impossible without securing the basic human right to a healthy environment in Article 42 of the Russian Federation Constitution.

It's worth highlighting that some amendments introduced during the constitutional reform of 2020 enshrine the legal norms necessary for the implementation of sustainable development goals. The new edition of Article 75, capturing recipient-oriented social support and the indexation of social benefits, can set foundations for SDG 1 "No" and SDG 2 "Zero Hunger». Article 75.1 contains development guidelines highly correlating with the sustainable development goals. For example: economic growth (SDG 8), increased well-being of citizens (SDG 1 and 2), respect for human labor (SDG 8), social partnership (SDG 17) and social solidarity (SDG 10).

Further, we note that the fundamental principles of Russia's transition to sustainable development were laid down in the Concept of the Russian Federation transition sustainable development, adopted by the Decree of the Russian Federation President back in 1996.

Decree of the Russian Federation President of May 7, 2018 No. 204 "On National Goals and Strategic Objectives of the Russian Federation Development for the Period up to 2024" can be viewed as current determinant the national state policy. It established the key trends of our country development setting the framework for national projects. Analysis of these trends demonstrates that they largely overlap with the goals of sustainable development. SDG 3 "Good Health and Well-being" is covered by national project "Health" as the national project "Education" is in line with SDG 4 "Quality Education". The implementation of the national projects "Labor Productivity and Employment Support" and "Small and Medium Sized Businesses and Support of Individual Entrepreneurial Initiatives" pursue SDG 8 "Decent Work and Economic Growth". The joint realization of the national projects "Science", "Digital Economy" and "Safe and High-Quality Roads" contributes to the achievement of SDG 9 "Industry, Innovation and Infrastructure". There is a direct link between the national project "Housing and Urban Environment" and SDG 11 "Sustainable Cities and Communities". The mentioned presidential decree does not cover the environmental aspect of the

country development, but this gap was closed by the adoption of the national project "Ecology", that will foster the systemic practical achievement of environmental SDG (6, 7, 13, 14 and 15).

Decree of the President of Russia "On the National Development Goals of Russia until 2030" came into force in July 2020 to set national goals that correlate with the goals of sustainable development. To execute this decree, the Russian Federation Government started elaborating a new strategy for the socio-economic development of Russia until 2030, which will become the most important strategic planning document for this period.

Other acts of strategic planning also deserve today's attention, for example, the Food Security Doctrine of the Russian Federation will contribute to the achievement of SDG 2 "Zero Hunger" and the national project "Health" is of paramount importance to realize SDG 3 "Good Health and Well-being". However, there are other strategic planning documents that cover certain aspects of public health policy. These include, for instance, the Program to establish perinatal centers in the Russian Federation and the Governmental Strategy to Combat the Spread of HIV in the Russian Federation. An important document for the implementation of SDG 5 "Gender Equality" is the National Action Strategy for Women. Implementation of SDG 7 "Affordable and Clean Energy" would not be possible without actions undertaken under Russia's Energy Security Doctrine. Two other strategic documents: the Spatial Development Strategy and the Transport Strategy of the Russian Federation - foster the achievement of SDG 9 "Industry, Innovation and Infrastructure". An important document to combat climate change (SDG 13) is the National Action Plan for the First Stage of Adaptation to climate change until 2020. The Strategy for the Development of Maritime Activities of the Russian Federation until 2030 includes *inter alia* the conservation and exploration of the World Ocean resource and is fully consistent with SDG 14 "Life below Water". The fundamental forest protection policy are laid down in the Forest Code of the Russian Federation, but specific measures are defined in the framework of the

State policy on the use, protection and reproduction of forests in the Russian Federation till 2030. As mentioned above, the conservation of forest biological diversity is one of the SDG 15 “Life on Land” targets. As for SDG 17 “Partnership for the Goals”, it is worth referring to the concept of the Russian Federation State policy on the assistance to international development.

Thus, we can say that the Sustainable Development Goals are ever better integrated into the policy of the Russian Federation. It is expressed by the inclusion of individual goals and objectives into the country's strategic and policy papers together with some indicators reflecting the degree of their achievement, and in the establishment of full-scale system for SDG indicators statistics and monitoring.

#### Government entities involved in SDG implementation

Government entities involved in SDG implementation are public authorities (President of the Russian Federation, Government of the Russian Federation, Federal Assembly of the Russian Federation, Federal executive bodies such as - RF Ministry of Economic Development, Ministry of Finance and others) , state bodies of special competence (State Council of the Russian Federation, Accounts Chamber of Russia, Presidential Council for Strategic Development and National Projects and others), as well bodies of local government. Regional Governance Centers were created in the subjects of the Federation in 2020, like to act as platforms for "communication" between the state and society, and to analyze and monitor the implementation of the SDG.

#### Principle of Governance for Sustainable Development

Currently Russia does not have a single strategic planning act covering all 17 sustainable development goals and linking them with the national development goals of Russia until 2030, assigning the authorized bodies and the limits of their competence. Such an act should include basic, vector provisions of effective governance, developed by the UN Committee on Public Administration. Today, each of the suggested principles is reflected in a number

of legal acts, and their achievement implies the implementation of generally recognized strategies.

### 1. Competence

The principle of competence influences the entire system of public administration. In the context of sustainable development goals, the essence of this principle can be viewed as a demand to governmental entities, in particular civil servants to comply with requirements to professional skills and knowledge, and certain personal qualities. Moreover, this principle underlies activities to combat corruption, including political corruption.

The general principles of labor relations, including requirements to the competence of an employee, are enshrined in the Labor Code of the Russian Federation. Federal Law of July 27, 2004 No. 79-FZ "On the State Civil Service in the Russian Federation" establishes the principle of professionalism and competence of civil servants, requires civil servants of all levels and in all institutions to acquire skills additional to their regular operation environment and encouraging them to think and act in the frame of a new interdisciplinary approach.

Here below we will illustrate the main directions of the competence principle development in accordance with the current legislation:

- 1) A specially created National Council establishes a unified system to assess and examine drafts of Russia's legal acts on the development of professional qualifications, etc.
- 2) There are qualification requirements depending on the type and specifics civil service (Federal Law "On the State Civil Service in the Russian Federation", Decrees of the President of Russia, laws of the Russian Federation subjects and official regulations).
- 3) The procedure for a qualification exam to fill vacancies in civil service is under elaboration.
- 4) The candidates pool is created following this exam (Federal Law "On the System of Civil Service in the Russian Federation" dated 05.27.2003 N

58-FZ, Decree of the President of the Russian Federation of March 1, 2017 N 96, Decree of the President of the Russian Federation of February 1, 2005 . No. 112)

- 5) Evaluation of the civil servant efficiency. The Ministry of Labor and Social Protection has developed and implemented the methodology for a comprehensive assessment of a civil servant professional performance.
- 6) Performance appraisal for civil servants

Performance of public authorities is also assessed. It should be noted that 2020 a Regional Governance Center was established in each of 85 subjects of Russia. The tasks of such centers include collecting and analysis of various data as well as the assessment of sustainable development goals implementation rate.

Similar indicators for performance assessment exist for local governments, and, for instance, we can refer to Decree of the Russian Federation President of April 28, 2008 N 607 (as amended on 05/09/2018) "On assessing the efficiency of local government bodies in urban districts and municipalities»

## 2. Sound policymaking

The principle of a sound policymaking implies the coordination of actions between all actors when determining the public policy and developing methods, ways and means of state governance to achieve the SDG. A reasonable state policy is aimed at achieving goals that comply with public moral, take into account the real needs and interests of the parties to public relations, and reflecting the specifics of the historical, political and economic development of the country, as well as the features of the national legal system.

It is important to highlight a sound policymaking is based on an integrated elaboration and the coherent actions of all actors. At the same time and interaction between science and politics becomes critically important.

Speaking about a sound policymaking, it is worthwhile mentioning the need to ensure a strategic planning and forecasting the state goals. In the whole array of strategic planning documents, we underline the annual addresses of the Russian

Federation President, as they set foundations for strategic goals and priorities of socio-economic development and national security of the Russian Federation. President's Address to the Federal Assembly in 2018, as well as in the Decree of May 2018 and Decree of July 21, 2020 "On the National Development Goals of Russia until 2030" determine the development goals of Russia until 2030. These goals are well correlated with UN Sustainable Development Goals.

In addition to national projects, there are other program and strategic documents that directly influence the resolution of sustainable development tasks, for example: Food Security Doctrine of the Russian Federation, State programs "Development of Education", "Accessible Environment", "Promotion of Employment" and "Comprehensive Development of Rural Areas ".

Elaboration of proposals to improve the public administration for SDG is, *inter alia*, underlined by scientifically proven statistical data. The monitoring of SDG implementation depends on the progress statistical databases, big data, indicators and aggregated indices. The development strategy of Rosstat (Russian Statistics Committee) and the system of RF state statistics till 2024 includes a set of action to upgrade statistical methods, including the Sustainable Development Agenda to calculate indicators of SDG achievement.

Summarizing the current results of the sound policymaking in Russia for SDG, we can say that interaction between all governmental and non-governmental institutions should be strengthened together with further actions for the prompt exchange of data. However, it should be noted that the efficient implementation of this principle is inextricably linked with the principle of collaboration.

## 2. Collaboration

The principle of collaboration implies joint actions of all governmental institutions at all levels and in all sectors and non-State actors to solve problems of common interest towards the same end, purpose and effect.

To implement this principle the following conditions should be created to allow the collaboration with:

1. Public authorities responsible for the SDG.
2. International organizations;
3. State and non-state actors.

In view of collaboration with public authorities, we should state that powers of 27 Federal Executive Bodies correspond to the tasks allowing the SDG implementation.

The table below lists executive bodies of the Russian Federation that are, so some extent, empowered to implement SDG. The coordination is vested on the Interdepartmental Working Group (hereinafter IWG) under the Administration of the President of Russia, acting on the basis of the IWG Regulations.

|       |  |
|-------|--|
| SDG 1 | RF Ministry of Labor, Ministry of Economic Development, EMERCOM  |
| SDG 2 | RF Ministry of Agriculture   |
| SDG 3 | RF Ministry of Public Health, Ministry of Transport, Russian Agency for Health and Consumer Rights   |
| SDG 4 | RF Ministry of Science, Ministry of Education, Federal Agency for Affairs of the Commonwealth of Independent States, Compatriots Residing Abroad and International Humanitarian Co-Operation   |
| SDG 5 | RF Ministry of Education, Ministry of Economic Development   |
| SDG 6 | RF Ministry for the Protection of the Environment and Natural Resources, Ministry of Construction, Housing and Utilities, Russian Agency for Health and Consumer Rights, Federal Water Resources Agency, Federal Service for Hydrometeorology and Environmental Monitoring |
| SDG 7 | RF Ministry of Economic Development, Ministry of Energy  |
| SDG 8 | RF Ministry of Transport, Ministry of Finance, Ministry of Economic Development  |

|        |  |
|--------|--|
| SDG 9  | RF Ministry of Transport, Ministry of Finance, Ministry of Economic Development, Ministry of Communications, Ministry of Industry and Trade, Federal Air Transport Agency, Federal Agency for Affairs of the Commonwealth of Independent States, Compatriots Residing Abroad and International Humanitarian Co-Operation |
| SDG 10 | RF Ministry of Labor, Ministry of Finance, Ministry of Economic Development  |
| SDG 11 | RF Ministry of Culture, RF Ministry for the Protection of the Environment and Natural Resources, Ministry of Construction, Housing and Utilities, Ministry of Transport, EMERCOM   |
| SDG 12 | RF Ministry for the Protection of the Environment and Natural Resources, Ministry of Industry and Trade  |
| SDG 13 | RF Ministry of Economic Development, Ministry for the Protection of the Environment and Natural Resources, Ministry of Transport   |
| SDG 14 | RF Ministry for the Protection of the Environment and Natural Resources, Russian Federal Fisheries Agency  |
| SDG 15 | RF Ministry for the Protection of the Environment and Natural Resources, Federal Service for Supervision of Natural Resource Usage, Federal Service for State Registration, Cadaster and Cartography, Russian Federal Fisheries Agency   |
| SDG 16 | RF Ministry of Finance, Ministry of Economic Development   |
| SDG 17 | RF Ministry of Foreign Affairs, Ministry of Economic Development, , Federal Agency for Affairs of the Commonwealth of Independent States, Compatriots Residing Abroad and International Humanitarian Co-Operation, Russian Agency for Health and Consumer Rights   |

There is no direct assignment of responsibility for the SDG achievement to a specific federal executive body and this can be viewed as a risk to the implementation of the Sustainable Development Agenda. However, it would be overly categorical to say that there is no interaction between government bodies. We can underline such actions as the preparation of a voluntary national review of SDG achievement in the frame of the Sustainable Development Agenda (hereinafter – SDA); information and statistical monitoring of SDG, which enjoys focused attention of the state, and the level of legal support can be assessed as satisfactory. However, determination and legal assignment of powers and responsibility for SDG implementation to individual executive bodies, interaction between designated executive body and other federal executive authorities for the achievement of SDG remains one of priority tasks in the implementation of SDA.

The interaction between the State and the civil society institutions is, first, ensured by the Public Chamber of the Russian Federation, authorized submit opinions, proposals and appeals to public authorities (Federal Law "On the Public Chamber of the Russian Federation"). Such documents, even being recommendatory, should be considered by a relevant body as defined by legislation.

Thus, we can state that there is a certain mechanism used by the Public Chamber to influence the agenda of public administration. Moreover, the Public Chamber of Russia, public chambers of federal subjects and municipalities act as public controllers and participate in the public examination of the federal laws drafts. Public authorities and civil society institutions are directly involved in the anti-corruption expertise (Federal Law "On Anti-Corruption Expertise of Legal Acts and Drafts of Legal Acts")

The principle of collaboration is reflected in sectoral legislative acts, for instance in Labor, Land and Water Codes of the Russian Federation, Federal Law "On Environmental Protection" and Federal Law "On Environmental Expertise".

Thus, the principle of collaboration is included in some provisions of laws and other regulations aimed to create the cooperative environment between public authorities and civil society institutions in SDG domain.

#### 4. Integrity

This principle means that civil servants should discharge their official duties honestly, fairly and in a manner consistent with soundness of moral principle. There should be a system stimulating a civil servant to perform his/her duties in due manner, together with bans preventing or minimizing tort or negligence. This principle underlies the civil service legislation. Federal Law No. 79-FZ of 22.07.2004 "On the State Civil Service in the Russian Federation" establishes a list of duties for a civil servant, including the requirement to perform official duties in good faith and due professionalism. Moreover, there is a requirement to combat corruption, avoid the conflict of interest and remain objective at decision-making.

The legislative acts mentioned above, the Federal Law "On Fighting Corruption", the Code of Administrative Offenses, the Criminal Code describe liability borne by civil servant for non-compliance with anti-corruption legislation. Codes of Ethics and Conduct are also widely used among federal civil servants. The Presidential Council for Countering Corruption on December 23, 2010 approved the "Model Code of Ethics and Official Conduct for Civil Servants of the Russian Federation and Municipal Employees".

To ensure due environment for integrity principle implementation, proper remuneration should be provided for civil servants. In accordance with Article 50 of the Federal Law "On the State Civil Service in the Russian Federation" and Decree of the Russian Federation President of July 25, 2006 N 763 "On the Salary of Federal Civil Servants", the remuneration depends on the position, access to state secrets and other labor conditions.

Thus, we can declare that the system to determine the remuneration is open and transparent. In addition to that, the physiological and psychological labor environment should be adequate. In 2019, the Ministry of Labor and Social

Protection of the Russian Federation approved a procedure for intangible stimulation of civil servants, which defines *iter alia* a standard career path for civil servants in federal ministries.

Efficient governance to pursue SDGs is impossible with a widespread corruption. The key acts in anti-corruption domain are the Federal Law "On Fighting Corruption" and "On the State Civil Service", some provisions in the Code of Administrative Offenses and the Criminal Code, several Presidential Decrees and Government Resolutions. The experts state that provisions of these acts generally comply with international standards and recommendations.

In view of the above, we believe that the current Russian legislation fully describes the rules and ensures the environment for the integrity of civil servants, creating an important prerequisite for efficient governance in the interests of sustainable development goals.

#### 5. Transparency.

To implement the transparency principle means to ensure the accountability of SDG dedicated bodies together with the openness and accessibility of information.

Several acts have been adopted in Russia to promote the transparency of state bodies and bodies with special competence. They constitute the legal framework for this principle and include Federal Law of 09.02.2009 No. 8-FZ "On Access to Information about Actions of State Bodies and Local Self-government Bodies ", Federal Law of December 22, 2008 No. 262-FZ "On Access to Information about Actions of Courts in the Russian Federation", Decree of the President of the Russian Federation of May 7, 2012 No. 601 "On the Main Trends for the Improvement of the Governance System", RF Governmental Order dated January 30, 2014 No. 93-r "On the Approval of the Concept of the Federal Executive Bodies Openness". These acts determine the general procedure for posting information on the activities of state bodies, the list of eligible and the liability for non-compliance.

The public control is critical for the realization of transparency principle (Federal Law of July 21, 2014 No. 212-FZ "On the Fundamentals of Public Control in the Russian Federation"); it is performed by the Public Chambers of the Russian Federation, subject of the federation and municipalities, and public councils under federal executive bodies, legislative (representative) and executive bodies in the subjects.

Public control in Russia can be carried out via monitoring, public inspection, public examination, public discussions, open (public) hearings etc.

And, finally, the openness of budgets and the budgetary process is important to ensure the transparency of governance for sustainable development goals. Article 36 in the Budget Code of the Russian Federation states that the budgets the State, federal subjects and municipalities must be published in mass- media.

#### 6. *Independent oversight (supervision)*

The principle of the independent oversight implies the integrity of state overseeing agencies during the execution of their duties and the control by the society (e.g., public control mentioned above). State control over the activities of various state and non-state institutions is necessary, but its procedures, methods and forms should be enshrined in law. The control should be carried reasonably, legally, objectively, sufficiently and open. Federal Law of July 31, 2020 No. 248-FZ "On State Control (Supervision) and Municipal Control in the Russian Federation" was adopted in 2020 and will come into force on July 1, 2021. This law defines the procedures for the State and local government oversight, a new risk management model and focuses on the oversight digitalizing. It should also be noted that this law emphasis the preventive measures. Moreover there is a dedicated law defining the procedure of State and municipal oversight and protection of legal entities and sole entrepreneurs rights (Federal Law of December 26, 2008 No. 294-FZ).

In addition to a general supervision, Russia has special, sectoral supervision. The environmental supervision is performed by the Federal Service for Environmental, Technological and Nuclear Supervision (hereinafter referred to

as the Rostekhnadzor). Federal Law of January 10, 2002 No. 7-FZ "On Environmental Protection" defines the key areas for this supervision. Each environmental area subject to supervision is covered by a number of special legislative acts. Their analysis shows that, in general their provisions comply with international requirements and guidelines.

In economics the dedicated supervision includes:

1. State (municipal) financial oversight performed pursuant to the Budget Code of the Russian Federation.
2. Oversight (supervision) of credit institutions and banking groups, non-banking financial institutions, supervision over national payment systems, together with the Central Bank of the Russian Federation as the main regulator, acting under Federal Law of July 10, 2002 No. 86-FZ "On the Central Bank of the Russian Federation (Bank of Russia)" and acts of the Central Bank of the Russian Federation.
3. State oversight over State/municipal procurement is carried out in accordance with Federal Law of April 05, 2013 No. 44-FZ "On the Contract Systems for the Procurement of Goods, Works and Services to Support State and Municipal Needs."
4. Tax control performed by fiscal and customs authorities and state non-budgetary funds is regulated by the Tax Code of the Russian Federation.

This list is not exhaustive and includes only those aspects that are of paramount importance for state security and society.

For the purposes of the Independent Oversight principle, we should also mention a public control described above.

Furthermore, we believe that ensuring independent oversight should include access to information about ongoing activities, statistical data, experts' assessments and clarifications to result in better-balanced managerial decisions in line with the Sustainable Development Agenda.

## 7. *Leaving no one behind*

The essence of this principle involves the necessity to take into account needs and aspirations of all social groups elaborating and taking a governance decision for the Sustainable Development Goals. This principle is not explicitly reflected in legislative acts; however, the RF Constitution guarantees the rights of indigenous small ethnic communities. These guarantees include the protection of cultural identity for all the peoples and ethnic communities in the country and maintenance of their ethnocultural and linguistic diversity. In particular, the legislation allows republics to decide what is their official language. The State bodies of the federal subjects develop and adopt programs to preserve ethnic and cultural diversity. The State supports actions to maintain multicultural diversity, promoting economic conditions for the folk crafts development.

Moreover, the Constitution of the Russian Federation proclaims the protection of the labor and employment rights of citizens, in particular, of the remuneration of labor above the minimum subsistence for the able-bodied population throughout the Russian Federation. The procedure to determine the minimum subsistence amount is defined in Federal Law "On the Subsistence Minimum in the Russian Federation" of October 24, 1997 No. 134-FZ.

The Russian Federation has built up a retirement income system for citizens based on the principles of generality, equitableness and solidarity between generations and maintains its effective operation, as well as indexes pensions at least once a year. The RF Government Directive of December 25, 2012 No. 2524-r "On Approval of the Strategy for the Long-Term Development of the Pension System of the Russian Federation" and the Long-Term Forecast for the Socio-economic Development of the Russian Federation up to 2030 reflect the key focuses of pension provision due to the increase of retired persons and heavier "burden" on the economically active population. The main legislative acts defining the pension policy of Russia are Federal Law of December 15, 2001 No. 166-FZ "On State Pension Provision in the Russian Federation", which determines the general provisions and types of pensions, as well as

special acts regulating public relations and payment of pensions (Federal Law of December 28, 2013 No. 400-FZ "On Insurance Pensions", Federal Law of December 15, 2001 No. 167-FZ "On Mandatory Pension Insurance in the Russian Federation", and other legislative acts)

In accordance with the Federal Law, the Russian Federation guarantees mandatory social insurance, targeted social support for citizens and indexation of social allowances and other welfare payments. For this purpose a State program, "social support for citizens" was adopted and approved by the Government of the Russian Federation. The social security state policy is based on a number of legislative and regulatory acts adopted both at the federal and regional levels.

Thus, we can conclude that despite certain steps made by the State and contributing to the implementation of the "Leaving no one behind" principle, mainly in the field of social security, this legal framework is not sufficient.

#### 8. *Non-discrimination principle*

The principle of non-discrimination implies such conditions, which guarantee equal access to state civil service, to public services, etc., regardless race, color, education, place of residence, citizenship, political and ideological views, religious beliefs, and so on.

One of the principles enshrined in the Federal Laws "On State Civil Service" and "On Municipal Service in the Russian Federation" is the principle of equal access of citizens to civil/municipal service and equal conditions for its performance. Though there are certain justified restrictions that cannot be considered as discrimination. For example, the requirement to be proficient in Russian as the state language of the Russian Federation, the age limit to fill vacancies in the state civil service.

In general, the Russian legislation pays sufficient attention to ensure non-discrimination measures: labor legislation, social security legislation, legislative acts determining the procedure for providing state and municipal services, and so on).

Yet, it is worth mentioning that establishment of non-discriminatory conditions in Russia was made with the emphasis is placed on human rights, without reference to gender. We find this position reasonable, as the Constitution proclaims rights and legitimate interests of an individual and a citizen as the supreme value of the state. In addition, the violated rights should be protected on equal terms.

#### 9. Participation principle

The effective governance implies interaction between the state and society, between government bodies at various levels and/or among themselves, representatives of various political, ideological and other trends and spheres. For that the availability of a full-scope electoral institution, striving to achieve the Goals of Sustainable Development, appears to be of fundamental importance. The electoral legislation in Russia is based on the Constitution of Russia, Federal Law of June 12, 2002 No. 67-FZ "On Basic Guarantees of Electoral Rights and the Right to Participate in the Referendum of Citizens of the Russian Federation", Federal Law of February 22, 2014 No. 20-FZ "On Elections of Deputies to the State Duma of the Federal Assembly of the Russian Federation", the Constitutions (Charters) of the subjects of the Russian Federation, as well as the laws of the subjects and legislative acts of municipal authorities.

In Russia, the electoral system is based on the principles of generality and equality of citizens' rights. State participation in the organization and holding elections is characterized by openness, transparency and generally complies with international standards and guidelines, including control over political corruption as stated in the GRECO regular reports. The guarantee of the citizens' electoral rights is supported by the provisions on liability, including criminal liability, for non-compliance with and violation of the electoral legislation and the procedure of election campaigns funding.

The next aspect supporting the observation of the “participation” principle is the involvement of civil society in the elaboration and discussion of RF

legislative acts. The Federal Law "On the Fundamentals of Public Control" defines that state and municipal decisions in the areas of environmental protection, procurement of goods, works, services for state and municipal needs and in other areas shall be publicly and openly discussed at public hearings (consultations) in cases established by federal laws, laws of the subject of the Russian Federation, municipal regulations. The participants have the right to express their opinions freely, make suggestions and comments on the issue brought up for public hearings (consultations). Based on the results of the hearings, a final document (report of proceedings) is drawn up to be submitted for consideration to the relevant public authority whose duty is to provide reasoned responses within the established time limit.

Moreover, Federal Law of October 06, 2003 No. 131-FZ "On General Principles of the Organization of Local Self-Government in the Russian Federation" describes a procedure to involve population in the discussion of draft municipal acts on the issues of local significance with the participation of the municipality residents. i.e. public hearings, includes a list of acts subject to mandatory public debate, as well as the procedure for holding public hearings. The institution of "public assessment" of the public authorities' performance and other areas are also being developed. This indicates the positive dynamics in the development of interaction between society and the state.

#### 10. Subsidiarity principle.

The subsidiarity principle is an organizational and legal principle stating that tasks should be resolved at the lowermost, smallest or center-remotest level, where their solution is possible and can be more effective, since it allows taking into account various local factors. In view of this principle, it is worth mentioning that the Constitution of Russia defines issues that are the subject to the Russian Federation jurisdiction. Such issues are regulated exclusively at the federal level. In particular, the issues of war and peace, criminal policy, monetary policy and so on. The list provided in the basic law of the State is exhaustive. The issues related to the joint jurisdiction of Russia and the

constituent entities of the Russian Federation are also referred to, for example, protection of human and civil rights and freedoms; ensuring the rule of law, law and order, issues of ownership, use and disposal of land, subsoil, water and other natural resources, etc. The constituent entities have full authority on all other matters.

The Federal Law «On General Principles of the Organization of Local Self-Government in the Russian Federation" defines issues of local significance fully managed by local self-government bodies.

The principle of subsidiarity is inextricably linked with the state power decentralization process. In Russia, we can mention the presence of decentralization tendency only with reference to certain issues, which may be amply justified, given the geographic, climatic, historical, demographic and other features of the State development.

#### 11. Intergenerational equity.

The essence of this principle involves the need for strategic planning of public policy, focusing not only on short-term goals, but also on long-term ones. This is especially important in view of Sustainable Development Goals.

Federal Law of June 28, 2014 No. 172-FZ "On Strategic Planning in the Russian Federation" states that strategic planning is carried out at the federal, regional and municipal levels for the efficient governance of public affairs. Planning and forecasting is done for a short-term period - up to three years, for a medium-term period (for 3-6 years) and for a long-term period (for more than 6 years). It is worth noting that this law also allows to involve non-profit organizations in the elaboration of such legislative acts.

The most important for the development of modern Russia was the adoption by the President of Russia of Decree of May 7, 2018 No. 204 "On National Goals and Strategic Objectives of the Development of the Russian Federation for the Period up to 2024" (this legislative act was annulled in 2020), as well as the Decree of the President of July 21, 2020 "On the National Development Goals of the Russian Federation for the Period up to 2030". The national development

goals set out in these instruments are consistent with the Sustainable Development Goals. In order to achieve the national goals, National Projects for the period up to 2030 have been developed. These acts are currently one of the most significant instruments of public administration, especially in terms of the Sustainable Development Goals.

Particular care within the framework of the “intergenerational equity” principle should be given to such an area as environmental protection. In Russia, a strategic legislative act in this domain is the Environmental Security Strategy of the Russian Federation for the period up to 2025, which identifies the main challenges and threats to environmental security, defines the goals, objectives and mechanisms for implementing the state policy in this sphere. It also gives the analysis of the current state of environment and environmental problems, both internal and external threats.

Some sector-specific legislative acts also determine the procedure for strategic planning. For example, the Urban Planning Code of Russia defines the need for territorial planning at the level of the federation, constituent entities, and municipalities to create comfortable living conditions for people. Thus, the analysis of the Russian legislation development trends has shown that this principle is being paid more and more attention, although it is not directly reflected, and even more so in the context of the Sustainable Development Goals.

## THE REPUBLIC OF TAJIKISTAN

**Authors: Anis K. Alamshoev**

Candidate of Economic Science, associate professor, Head of the Department of Economic Analysis and Statistic of School of Public Administration at Academy of Public Administration under the President of Tajikistan

**Zainiddin M. Soibov**

Dean of School of Public Administration at Academy of Public Administration under the President of Tajikistan

**Victoria V. Artyukh**

Lecturer at MGIIMO-University

The Republic of Tajikistan is a landlocked country, which is located in Central Asia, and more than 93% of its territory is mountainous. Tajikistan has a population of 9 million people, of which more than 49% are women, 40.6% of citizens are children under the age of 18, 66% are under 30, which makes Tajikistan's population one of the youngest in Central Asia. The country ranks 85th in the world in terms of land area and possesses large reserves of hydropower resources and fresh water, a variety of mineral resources, favorable conditions for organic food cultivation, as well as opportunities for the active development of ecological tourism, that is in harmony with the basic principles of human development in the context of access to natural resources.

The aim of further economic development is to achieve sustainable, high, regionally balanced and equitable growth. According to the National Development Strategy of the Republic of Tajikistan for the period up to 2030 (NDS-2030), the volume of GDP is foreseen to increase by 2-fold, and for this purpose it is necessary to maintain an annual economic growth at the level of 7% per year.

The geographic location of landlocked Tajikistan and scarce land resources make the country vulnerable to external factors, which could potentially decrease welfare gains the country has made over the past eighteen years. Tajikistan is particularly exposed to environmental shocks. It is one of the most disaster-prone countries in the world in terms of climate change.

That is why, while defining the principles of the country's future development in the NDS-2030 along with the principles of industrialism and innovation, the prevention principle is put at the forefront as well as the vulnerability reduction of future sustainable development.

Set out in the new 2030 Agenda for Sustainable Development, the 17 Sustainable Development Goals (SDGs), which were adopted by world leaders in September 2015 at the historic United Nations (UN) summit, officially entered into force on January 1, 2016.

The new agenda, aimed at the transition of countries to sustainable development, is based on the identification of priority areas for development. The SDGs promote that global and national policies are designed and implemented in an integrated manner, combining social, economic and environmental sectors to achieve them. The SDGs are based on “leaving no one behind” principle. This principle suggests that countries should pursue their development and financial policies in order to resolve the issues of the most vulnerable populations.

Tajikistan approved and adopted for the implementation of the 2030 Agenda for Sustainable Development. It should be noted that participating in the discussion and formation of the SDGs, Tajikistan became an initiator country for addressing water issues as one of the most important within the framework of the 2030 Agenda.

In 2016, Tajikistan developed and adopted for implementation the NDS-2030, which defines the main directions for achieving the SDGs in Tajikistan.

NDS-2030 sets the highest goal of the country's long-term development in raising the standard of living and welfare of the population based on the

implementation of the “4 + 1 Concept” in the structure of its strategic goals and priorities. This concept implies the achievement of four national strategic development goals of the country for the next 15 years: (1) ensuring energy security and efficient use of electricity; (2) breaking the communication deadlock and turning the country into a transit country; (3) ensuring food security and public access to quality nutrition; and (4) expanding productive employment.

In addition, the question of further enhanced human capital development is put in the NDS-2030 as an integrated, intersectoral priority, which addresses issues of education, health care and social protection.

After adopting the NDS-2030 and the Mid-term Development Program (MtDP) 2016-2020 in Tajikistan, an extensive study of the interconnection between strategic documents and the SDGs has begun. A Rapid Integrated Assessment (RIA) of the interconnection between the SDGs and national strategic documents and institutional policies has revealed that 64% of the goals, objectives and priorities of the NDS-2030 and MtDP 2016-2020 have a link with the SDGs, especially in setting strategic goals.

The data obtained as a result of RIA contributed to the identification of the main accelerators for sustainable development in the context of the implementation of the NDS-2030 and the MtDP 2016-2020.

In 2017, Tajikistan came forward with an initiative to prepare a Voluntary National Review (VNR), the purpose of which was to reflect the place of Tajikistan in the nationalization and localization of the SDGs, to share the country's experience in the implementation of thematic areas. While preparing the VNR, two main themes were identified: energy and food security, as well as cross-cutting issues of poverty, gender equality, health and education. These topics were not chosen by chance, they were based on the strategic goals of the NDS-2030 and the problems existing in the country in certain sectors.

The main conclusion of the VNR is that in conditions of limited resources Tajikistan should pay attention to priority areas of development, which will give

a multiplier effect and become an impetus for the development of other sectors in the country's socio-economic life.

The VNR has determined that the existing problems in the quality of data collection prompt to improve the monitoring and evaluation (M&E) system of the NDS-2030, the MtDP 2016-2020 and the SDGs. Moreover, the analysis has shown that there is a gap in coordination on the implementation of the NDS-2030 and the SDGs between various stakeholders.

The VNR results were presented at the United Nations High-Level Political Forum and received positive feedback from other participants.

After the successful presentation of the VNR the Government of Tajikistan decided to prepare a comprehensive report, which would be based on an analysis of the current situation, problems, obstacles and future action steps in regard to the country's strategic documents as a mechanism for implementing the SDGs.

At the same time the UN developed recommendations for the preparation of such reports, which were submitted to the countries for consideration. The recommendations were of a general guiding nature and were supplemented taking into account the specifics of preparing such documents in the country.

The National Report (NR) is a key element of the review process for the implementation of national strategic documents in the context of the SDGs. The aim of the NR is to determine the status and implementation process of certain areas and directions of the country's development within the framework of the NDS-2030 and the MtDP 2016-2020 and their relation to the SDGs. Besides the NR allows to identify existing problems in the implementation of strategic documents, including quality of data collection, coordination, financing for making timely decisions on changing the development trend within the framework of the NDS-2030 and SDGs.

With the UN support in Tajikistan in 2017 the Rapid Integrated Assessment of national strategies and key institutional programs and plans for compliance with the SDGs was carried out. Based on the RIA, it was

determined that approximately 64% of the SDG targets were reflected in two national development documents of the country – the NDS-2030 and the MtDP 2016-2020. A more comprehensive review of 10 national strategies and programs showed that the integration of SDGs into national development documents is 78%.

The analysis of the cross-sectoral SDG targets allowed to draw up a map / profile of Tajikistan in the context of the level of the SDGs alignment with the country's development strategies and programs.

A high level of consistency was revealed in such goals as SDG 2 (zero hunger- 80%); SDG 3 (good health and well-being - 100%), SDG 4 (quality education - 100%); SDG 5 (gender equality- 100%), SDG 6 (clean water and sanitation - 100%); SDG 7 (affordable and clean energy - 100%); SDG 8 (decent work and economic growth - 100%), SDG 9 (industry, innovation and industrialization - 100%); SDG 11 (sustainable cities and communities - 86%); SDG 13 (climate action - 100%) and SDG 15 (life on land - 78%).<sup>67</sup>

Partial (medium) level of consistency was revealed in the priority areas of SDG 1 (no poverty - 60%), SDG 10 (reduced inequalities - 71%), SDG 16 (peace, justice and strong institutions - 70%) and SDG 17 (partnership for the goals - 63%).<sup>68</sup>

A weak (not indicated) level of consistency was revealed in SDG 12 (responsible consumption and production - 38%).<sup>69</sup>

---

<sup>67</sup> Consistency determines that there is a target in the national development document that is consistent with the SDG target, not only in text but also in scope and ambition. Indicators have been defined to assess their progress.

<sup>68</sup> The partial level of consistency shows that the national development document has a target that is in regard to the SDG target, but is incomplete or lacks indicators to measure their progress.

<sup>69</sup> Weak (not indicated) level of consistency means that there is no target in the national development document corresponding to the SDG target.

The profile map of Tajikistan in the context of the level of the SDGs alignment with the country's development strategies and programs is, in essence, **a profile of expectations** for the implementation of the goals and strategy objectives together with programs for the development of the country, sectors, industries and territories of Tajikistan in the context of the SDGs. However, not all goals and objectives of the NDS-2030, the MtDP 2016-2020 and the SDGs can be achieved in the same way and at the same time, which implies the intensification of priority measures to accelerate implementation.

Acceleration measures not only speed up the achievement of one or a set of SDGs in the country, but also contribute to the implementation of a set of goals, priorities and objectives stipulated in the NDS-2030 and the MtDP 2016-2020. Therefore, an important aspect is the priority of national measures to accelerate the implementation of the SDGs, which can have the maximum impact on various goals and objectives.

Among numerous measures there are 4 main ones which can be chosen to accelerate the implementation of the SDGs and which meet the national characteristics of sustainable development in Tajikistan.

**First**, it is ensuring energy security and access to energy services. This measure is the first strategic goal of the NDS-2030 and the clearly marked political will of the country's leadership. It is an important way to make progress across a range of SDGs. Acceleration in this direction is fundamental for Tajikistan, as it has a direct impact on productivity, health, education, safe water, employment, stimulating economic growth and cross-border cooperation as well as human capital development. Numerous studies in Tajikistan show that energy will indeed become an acceleration measure if national policies in this direction stimulate positive synergies in achieving such SDGs as poverty eradication (SDG 1) and good health and well-being (SDG 3), as well as take into account the emerging situation that climate action (SDG 13) and water scarcity can, over time, affect the achievement of SDGs such as clean water and sanitation (SDG 6) and other SDGs.

**Secondly**, it is a uniform and comprehensive development of the regions (territories) of the country. This measure is defined as one of the development priorities in the NDS-2030 (paragraph 3.2.) And the MtDP 2016-2020 (Chapter V) and is an important level to assess how reforms are implemented in the country. In these strategic documents, the integrated development of regions (territories) is considered as the end point of the government's efforts to implement such areas of the 4 + 1 Concept as ensuring acceptable levels of energy and food security, developing the country's communication capabilities, expanding productive employment and developing human capital. An appraisal of the Millennium Development Goals (MDG) achievements in Tajikistan showed that they were mainly achieved in the capital - Dushanbe. In the regions many problems have been accumulated, the solution of which will directly influence the implementation of the SDGs in the country. That is why the NDS-2030 highlighted the following as priorities in the context of regional development:

(1) sustainable regional development with a special emphasis on territorial alignment of basic indicators of living standards and improving the quality of human capital in the regions **(SDG 3; SDG 6; SDG 10)**;

(2) integrated rural development **(SDG 2; SDG 6)**;

(3) urbanization and promotion of urban development as well as regional one **(SDG 11)**;

(4) the formation of territorial-industrial clusters (territories of new industrialization and integration, free economic zones, business incubators, technology parks, innovation centers) and the development of economic corridors **(SDG 9)**;

(5) spatial labor market expansion **(SDG 8)**.

**Thirdly**, it is a gender issue, which is a target indicator in the NDS-2030 and a cross-sectoral development priority in the MtDP-2020. While SDG 5 is known as a gender equality goal in its own right, investing in the empowerment of women and girls and their economic, social, legal and political empowerment

globally has been identified as an acceleration measure with multiplier effects<sup>70</sup>. NDS-2030 provides for a significant improvement in the situation in the field of gender equality by means of:

- improving legislation on gender equality;
  - development of institutional mechanisms for integrating national and international commitments in the field of gender equality and the empowerment of women for institutional policy;
  - improving mechanisms for ensuring legal literacy and social participation of women, including rural women;
  - improving the gender potential and gender sensitivity of civil servants;
- and
- introducing gender budgeting in the budgeting process.

The prevention of all forms of violence against women and girls is one of the sub-priorities of the NDS-2030. Though the country has implemented the principles of gender equality in access to land at the level of legislation and policy<sup>71</sup>, the NDS-2030 noted the existing inequality of women and men in terms of access to economic resources, employment, education, entrepreneurship, public service and decision-making and control over them.

**Fourthly**, these are young people who should have the opportunity to make a significant contribution to the achievement of the NDS-2030 strategic goals and the SDGs implementation in the country. The share of the young population under 20, which in 2015 reached 45% in the country, will constitute the backbone of the working-age population in 2030. Young people must become an integral part of the design, implementation and evaluation of plans and strategies that affect their lives. Only thanks to the constructive participation of the youth and specific attention to the youth in the

---

<sup>70</sup> <http://sdg.iisd.org/news/ministers-call-on-undp-to-be-sdgs-accelerator/>

<sup>71</sup> The sixth periodic report of Tajikistan under Article 18 of the Convention, due in 2017 (02 October 2017), is available at [http://tbinternet.ohchr.org/\\_layouts/treatybodyexternal/Download.aspx?symbolno=CEDA.W%2fC%2fTJK%2f6&Lang=ru](http://tbinternet.ohchr.org/_layouts/treatybodyexternal/Download.aspx?symbolno=CEDA.W%2fC%2fTJK%2f6&Lang=ru)

implementation of the SDGs, the risk of “leaving them behind” can be transformed into an opportunity to become a catalyze for changes, realizing a “window of demographic opportunities” in the country, the significance of which was noted in the NDS-2030 and the MtDG 2016-2020. The first step in this direction was taken when the President of Tajikistan officially declared 2017 the Year of Youth in the country. This initiative showed that the enthusiasm and ambition of the younger generation is indeed the greatest wealth of Tajikistan. In the interests of this population jobs, especially outside the agricultural sector, must be easily accessible to young people including young girls and women, and they in turn must be adequately educated and trained. The human capital of youth should become a basic element in the SDGs implementation in the country.

A more detailed nationalization of the SDGs in Tajikistan will be ensured through the implementation of three five-year mid-term development programs. As part of the first stage of the NDS-2030 implementation and the practical application of the SDGs in the country, the MtDP 2016-2020 was adopted. It contains the main measures of the first stage to achieve the strategic goals of the NDS-2030 and the SDGs.

Based on the results of thematic consultations, the methodology used made it possible to show the degree of interconnections in achieving the SDGs in Tajikistan in the form of indices, which are presented in Table 1 and Picture 2.

**Table 1**

**The degree of interconnections in achieving the SDGs in Tajikistan**

| S<br>D<br>G | 1        | 2        | 3        | 4        | 5        | 6        | 7        | 8        | 9        | 10       | 11       | 12       | 13            | 14       | 15            | 16       | 17       | To<br>tal |
|-------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|---------------|----------|---------------|----------|----------|-----------|
|             | 1        | x        | 1,<br>90 | 2,<br>62 | 1,<br>69 | 1,<br>65 | 1,<br>38 | 0,<br>50 | 2,<br>06 | 1,<br>27 | 2,<br>53 | 1,<br>61 | 1,<br>38      | 0,<br>93 |               | 0,<br>93 | 1,<br>60 |           |
| 2           | 2,<br>74 |          | 2,<br>63 | 1,<br>37 | 1,<br>21 | 1,<br>21 | 1,<br>21 | 2,<br>11 | 1,<br>26 | 1,<br>32 | 1,<br>47 | 1,<br>58 | 1,<br>53      |          | 0,<br>93      | 2,<br>27 | 2,<br>60 | 1,7<br>0  |
| 3           | 2,<br>62 | 2,<br>62 | x        | 2,<br>00 | 1,<br>30 | 0,<br>79 | 0,<br>00 | 1,<br>50 | 1,<br>11 | 1,<br>11 | 0,<br>85 | 0,<br>90 | 0,<br>69      |          | 1,<br>00      | 1,<br>00 | 0,<br>90 | 1,2<br>3  |
| 4           | 1,<br>88 | 1,<br>25 | 1,<br>75 | x        | 1,<br>20 | 1,<br>00 | 0,<br>80 | 3,<br>00 | 1,<br>70 | 1,<br>90 | 1,<br>00 | 1,<br>00 | 1,<br>00      |          | 1,<br>00      | 2,<br>00 | 3,<br>00 | 1,6<br>3  |
| 5           | 1,0<br>0 | 1,0<br>0 | 1,0<br>0 | 1,0<br>0 | x        | 1,5<br>0 | 1,1<br>6 | 1,0<br>0 | 1,9<br>5 | 2,7<br>5 | 1,4<br>5 | 1,6<br>0 | 1,2<br>2      |          | 1,0<br>5      | 1,0<br>0 | 2,3<br>0 | 1,4<br>0  |
| 6           | 2,<br>00 | 2,<br>00 | 3,<br>00 | 1,<br>00 | 1,<br>00 | x        | 2,<br>00 | 2,<br>00 | 2,<br>00 | 1,<br>00 | 2,<br>00 | 1,<br>00 | 1,<br>00      |          | 1,<br>00      | 1,<br>00 | 2,<br>00 | 1,6<br>0  |
| 7           | 3,<br>00 | 3,<br>00 | 2,<br>00 | 2,<br>00 | 2,<br>00 | 2,<br>00 | x        | 3,<br>00 | 3,<br>00 | 1,<br>00 | 2,<br>00 | 1,<br>00 | -<br>1,<br>00 |          | -<br>1,<br>00 | 1,<br>00 | 3,<br>00 | 1,7<br>3  |
| 8           | 2,<br>40 | 2,<br>40 | 2,<br>10 | 2,<br>00 | 2,<br>20 | 1,<br>00 | 2,<br>10 | x        | 2,<br>40 | 2,<br>20 | 1,<br>10 | 1,<br>00 | -<br>0,<br>30 |          | -<br>0,<br>30 | 1,<br>70 | 2,<br>40 | 1,6<br>2  |
| 9           | 1,<br>85 | 1,<br>85 | 1,<br>58 | 2,<br>00 | 0,<br>40 | 2,<br>18 | 2,<br>09 | 2,<br>09 | x        | 1,<br>27 | 1,<br>46 | 1,<br>25 | -<br>1,<br>42 |          | -<br>1,<br>42 | 1,<br>00 | 2,<br>00 | 1,2<br>1  |
| 10          |          |          |          |          |          |          |          |          |          | x        |          |          |               |          |               |          |          |           |
| 11          |          |          |          |          |          |          |          |          |          |          | x        |          |               |          |               |          |          |           |
| 12          |          |          |          |          |          |          |          |          |          |          |          | x        |               |          |               |          |          |           |

|    |          |          |          |          |          |          |          |          |          |          |          |          |          |   |          |          |          |          |  |
|----|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|---|----------|----------|----------|----------|--|
| 13 |          |          |          |          |          |          |          |          |          |          |          |          |          | x |          |          |          |          |  |
| 14 |          |          |          |          |          |          |          |          |          |          |          |          |          |   | x        |          |          |          |  |
| 15 |          |          |          |          |          |          |          |          |          |          |          |          |          |   | x        |          |          |          |  |
| 16 | 1,<br>85 | 1,<br>85 | 1,<br>50 | 1,<br>88 | 1,<br>87 | 1,<br>21 | 1,<br>55 | 1,<br>74 | 1,<br>36 | 2,<br>09 | 1,<br>43 | 1,<br>09 | 1,<br>00 |   | 1,<br>00 | x        | 1,<br>91 | 1,5<br>5 |  |
| 17 | 1,<br>65 | 1,<br>65 | 1.<br>43 | 1,<br>69 | 1,<br>83 | 1.<br>43 | 2,<br>09 | 1,<br>83 | 1,<br>57 | 1,<br>48 | 1,<br>65 | 1,<br>52 | 1,<br>70 |   | 1,<br>70 | 1.<br>61 | x        | 1,6<br>6 |  |

The ranking of the indices in decreasing quantity<sup>72</sup> shows that the most significant multiplier effect in the achievement of other SDGs in Tajikistan has SDG 7 (affordable and clean energy) - with an index of 1.73. This is followed by SDG 2 (zero hunger) - index 1.70; SDG 17 (partnership for the goals) - index 1.66; SDG 4 (quality education) - index 1.63; SDG 8 (decent work and economic growth) - index 1.62; SDG 6 (clean water and sanitation) - index 1.60, etc.

The ranking of the indices allows us to identify the most priority ones in achieving the set of SDGs in Tajikistan, which corresponds to the strategic goals of the NDS - 2030, namely:

- *ensuring energy security and energy efficiency;*
- *ensuring food security and access of the population to quality food;*
- *expansion of productive employment;*
- *human capital development.*

The lowest value is typical for SDG 9 (industry, innovation and industrialization) - index 1.21. Such a low index of SDG 9 is explained by the fact that the achievement of this goal, along with a positive multiplier effect on many SDGs, has the opposite impact with the index (-1.42) on the achievement of SDG 13 (climate action) and SDG 15 (life on land), which requires additional efforts by the Government and Partners to reduce the effect of retroactive influence.

The proposed methodology also allows to assess the degree of autonomy in achieving the SDGs, i.e. show the extent to which the implementation of any of the goals is least dependent on the achievements of other SDGs, and thereby also justify their priority. The SDGs with the lowest index describe this case, which means its achievement is more realistic and goal-oriented. The results of calculating such indices are shown in Table 1.3.4. and Picture 1.3.2.

The lowest value according to the “autonomy” method is characteristic of SDG 7 (affordable and clean energy) - index 1.33. This is followed by SDG 9 (industry,

---

<sup>72</sup> According to the “Scale of the degree of interconnection between the SDGs in Tajikistan”, the closer the SDG index is to +2, the higher it impacts on the achievement of another goal.

innovation and industrialization) - index 1.47; SDG 16 (peace, justice and strong Institutions) - index 1.59. Their implementation is least of all dependent on the achievement of other SDGs, which makes these SDGs prioritized, that was reflected in the NDS-2030.

According to this method, SDG 5 (gender equality) and SDG 8 (decent work and economic growth) got the highest indices - an index of 2.05 and an index of 2.0 respectively, which makes their achievement sufficiently dependent and linked to the achievement of other SDGs. It is practically impossible to achieve them autonomously.

Thus, ranking the indices by two methods allows to highlight the most obvious priority in achieving the SDGs in the med-term in Tajikistan - SDG 7 (affordable and clean energy), which reflects the first strategic goal in the NDS-2030.

One of the main tools for the state policy implementation is the development and realisation of programs and development strategies. At present the Republic of Tajikistan has a legal framework for the development of strategic documents, and it is carried out on the basis of the Constitution of the Republic of Tajikistan, the Constitutional Law of the Republic of Tajikistan "On the Government of the Republic of Tajikistan" and the Law of the Republic of Tajikistan "On state forecasts, concepts, strategies and programs of social and economic development of the Republic of Tajikistan ", which determine the achievement of strategic goals and the priorities of state policy in social and economic development. The SDGs can also be useful for implementation in state strategies and development programs of the Republic of Tajikistan. These strategic documents are developed to achieve the priorities and goals of the country's social, economic and environmental development.

At the level of relevant ministries and departments of the Republic of Tajikistan regulatory and legal acts have been adopted that regulate their activities in the development and implementation of sectoral development programs. On the basis of their provisions, sectoral ministries and departments, in the prescribed manner, are

directly involved in the formation, development and implementation of sectoral strategies and development programs aimed at increasing the welfare of the country's population. There are good reasons to supplement strategic planning documents with SDGs that are interrelated at the sectoral and territorial levels. This will contribute to the implementation of the NDS-2030, the MtDP 2016-2020 and the Programs for the Development of Cities and Districts, provided for by the aforementioned Law.

Thus, in order to ensure that national goals and priorities are fully taken into account in the implementation of the 2030 Agenda, as well as in order to take into account the SDGs and ensure a balance between the economic, social and environmental components of sustainable development, a national coordination mechanism has been formed in Tajikistan.

For this purpose, in order to ensure coordination of cooperation of all interested parties in matters of national development of the Republic of Tajikistan, the National Development Council under the President of the Republic of Tajikistan (NDC) was established by the Decree of the President of the Republic of Tajikistan. The Council determines the overall reform strategy and was formed to ensure the interaction between government bodies, the private sector and civil society in the implementation of strategic documents, taking into account the SDGs. This ensured the unity of such interrelated elements as measuring progress and implementing the proposed actions for the implementation of the SDGs; a mechanism for monitoring progress itself; collection of all relevant data, as well as preparation of interim and final reports.

Better coordination has been achieved between donors providing technical and financial support to the country, as well as contributing to the development of strategies and reforms, which was facilitated by the establishment of the Development Assistance Committee (DAC).

The establishment of clear institutional relations between the NDS / MtDP and the SDGs and other development agendas at the national and regional levels promotes vertical coherence and integration of government action. M&E processes

are an important mechanism for organizing a coordinated policy for the implementation of the SDGs within the country, vertical integration at all levels of government. Within the framework of monitoring, there are tremendous opportunities for localizing the SDGs by integrating systems of indicators at the local, regional and national levels.

M&E of NDS-2030 and SDGs is carried out under the leadership and in coordination with the Secretariat of the NDC, represented by the Ministry of Economic Development and Trade. The SNR Secretariat monitors the process of achieving the SDGs at the national level, coordinates the efforts of all parties involved. To this end, within the framework of the NDC, a discussion of a wide range of issues related to the achievement of specific goals and objectives of sustainable development was organized with the participation of representatives of relevant ministries and departments, scientific and research structures, non-governmental organizations, civil societies, as well as partners from UN agencies and international organizations.

The NDC Secretariat reports to the Government of the Republic of Tajikistan and the President on the progress in the implementation of the NDS / MtDP and SDGs and makes recommendations to improve this process. The process of implementing and monitoring the achievement of the NDS / MtDP and the SDGs also involves the mechanisms of parliamentary hearings and national consultations and development forums with the participation of a wide range of development partners, including civil society. For example, at the last meeting of the NDC, which took place on June 21, 2016, the projects NDS-2030 and MtDP 2016-2020 were considered and approved, taking into account the harmonization of the SDGs. The Chairman of the Council, the President of the Republic of Tajikistan obliged all ministries and departments, as well as local executive authorities of regions, cities and districts, to continue to develop new sectoral and regional development programs based on the structure, goals and priorities of the country's new strategic documents and to bring existing development programs in line with the goals and objectives

reflected in these documents (from the Minutes of the meeting of the NDC dated June 21, 2016, No. 1s / 22-2).

At present government bodies, together with UN agencies and other partners in Tajikistan, are carrying out work to familiarize the country's population with the 2030 Agenda in order to raise the level of public awareness and create a favorable social environment, mobilize internal resources to achieve the SDGs.

Achieving the SDGs in Tajikistan requires the introduction of an adequate M&E system. Such a system should allow to monitor ongoing activities, allocated financial resources, as well as an assessment of achieved results. In addition, it should take into account the peculiarities of the SDGs, namely, their indivisibility and the involvement of the whole society in their implementation. Although the NDS-2030 with related sectoral strategies is the main mechanism for implementing the SDGs in Tajikistan, the SDGs themselves are more extensive. Participation in the SDGs and their monitoring should be open to various stakeholders such as Parliament, the private sector, youth, local administration, academic world, civil society organizations, etc.

At the same time, reviews<sup>73</sup> conducted on the results (mid-term and final) of these strategies revealed insufficient effectiveness of the functioning of the approved M&E systems as the appropriate institutional framework of the envisaged mechanisms was not provided. Also, despite the fact that the Resolution of the Government of the Republic of Tajikistan was adopted on May 2, 2008, No. 2016, and the Rules for M&E implementation of medium-term poverty reduction strategies were approved, this M&E mechanism could not be effectively implemented.

NDS-2030 is a comprehensive development strategy that is implemented through a five-year MtDP, sectoral and regional strategies and programs. The NDS-2030 monitoring is carried out by the Ministry of Economic Development and Trade, which is entrusted with the functions of the Secretariat of the NDS. The complex of

---

<sup>73</sup> Review of the M&E System NDS-2015, prepared by international consultant R. Khasanov in 2015; Mid-term assessment of the implementation of the State Labor Market Strategy in the Republic of Tajikistan, Babadzhanov R.M., 2015.

NDS-2030 and related development programs largely covers the SDGs. According to the Rapid Integrated Assessment<sup>74</sup>, at the output level NDS-2030, MtDP 2016-2020 and related strategies and programs<sup>75</sup> comprise 64% of the SDG targets that are relevant to the country. However, the function of evaluating programs is very different from the function of evaluating achievements, especially for such complex things as the SDGs.

Therefore, the M&E system includes several levels of monitoring: level of projects / programs (to compare those planned by specific sectoral indicators); regional level (to assess regional development indicators); national level (to summarize the results of monitoring and evaluation at other levels).

The relevant structures of local executive government bodies provide sectoral reports on the MtDP implementation by sectoral ministries to departments. For this purpose, in all sectoral and territorial government bodies, responsible structures / persons will be identified, responsible for and coordinating the M&E in their departments as well as summarizing information and preparing reports on the MtDP implementation for submission (after approval by the management) to the Ministry of Economic Development and Trade.

In order to support coordinated and coherent action towards the implementation of the SDGs around the world, a framework for monitoring and evaluating progress has been developed, targets and indicators have been established for each goal. The monitoring process requires from state and local governments and civil society as a whole to make maximum use of existing opportunities for collecting, processing and using data for the country.

---

<sup>74</sup> A roadmap for SDG implementation in Tajikistan, Final Draft, 3 April 2017

<sup>75</sup> The review included 8 programs:

- Water Sector Reform Program 2016-2025.
- National Strategy for the Women Empowerment 2020.
- State Environmental Program 2009 - 2019.
- Agricultural Reform Program 2020
- Health Strategy 2012 - 2022
- Program for the development of the judicial system
- Strategy for the development of the labor market until 2020

The main body of data, primarily quantitative (disaggregated by sex and other groups), should be submitted by the Agency on Statistics under the President of the Republic of Tajikistan (ASPRT) (based on the developed specific reporting forms for the relevant state and non-state organizations), as well as other ministries and departments (in their respective fields of activity), which are solely responsible for the accuracy of the collected data.

This provision is provided for by the NDS-2030, approved by the Parliament and the Government of the Republic of Tajikistan in December 2016; at the same time a regulatory document has not yet been adopted that confirms the ASPRT authority to coordinate the collection and synthesis of information on SDG indicators (since the NDS-2030 is based on the SDGs).

At present assessing the statistical potential of the Republic of Tajikistan to monitor indicators of global SDG indicators is one of the priority tasks of statistics bodies. ASPRT is considered to be the main data source, which collects information from its own sources, as well as from other administrative sources that are under the jurisdiction of ministries and departments.

In December 2017 the Roadmap for the implementation of the Action Plan to improve the National System of Statistics of the Republic of Tajikistan for the period 2018-2020 was developed and approved with the technical support of UNDP (United Nations Development Programme). The main goal is to develop and improve the M&E system of the NDS-2030. Moreover, it plans the implementation of the inventory of SDG indicators, identifying priority tasks, as well as developing a work plan for monitoring SDG indicators and establishing cooperation with representatives of various authorities to monitor SDG indicators.

201 of the 232 global SDG indicators are now found to be applicable at the national level, but metadata for all indicators is incomplete. At the moment work on the nationalization of the SDGs is still ongoing. An assessment was made of the completeness of statistical indicators in the context of their availability not only in general, but also at a disaggregated level.

At the moment statistical capacity of the Republic of Tajikistan for the compilation of global SDG indicators covers 87 indicators.

Administrative data sources represent an important potential for monitoring the SDGs, which account for approximately 60% of the total number of indicators. Administrative sources are annual data produced by various ministries as the Ministry of Labor, Migration and Employment, the Ministry of Education and Science, the Ministry of Finance, the Ministry of Agriculture, the Ministry of Culture, the Ministry of Energy and Water Resources, the Ministry of Health and Social Protection, the Ministry of Internal Affairs and other departments.

An analysis of data availability by regions and stakeholders indicates that 161 SDG indicators are at the disposal of the data owners or institutions responsible for M&E of the SDGs. Therefore, it is necessary to lead to the division of tasks and the efficient use of resources in the implementation and monitoring of the SDGs.

In all existing SDG indicators that are important for the Republic of Tajikistan, the leading producer of indicators is the Agency on Statistics. It is responsible for creating 46 indicators of, which 19 are in the economic sphere, 19 are in the social sphere, 5 are in the energy sector and 3 in the field of rights and management.

In June 2017 the MEDT (Ministry of Economic Development and Trade of the Republic of Tajikistan) developed Draft Resolutions of the Government of the Republic of Tajikistan and the Regulation on the M&E system and the mechanism for its implementation with the support of the UNDP Project. Today these documents are under consideration by the Government.

Local and international organizations conduct regular specialized analytical and basic research on various goals and objectives of sustainable development in the context of sectors and regions of the republic. But the results of these studies are not used enough in the M&E system.

Having developed and adopted the NDS-2030 and the MtDG 2016-2020 with respect to the provisions and objectives identified in the framework of the Sustainable Development Goals, the Government of Tajikistan considers these

strategic documents as an important and effective mechanism for the nationalization and localization of the SDGs in the country. Thus, Tajikistan firmly intends to continue its creative work to promote and accelerate the implementation of the international Agenda 2030. The country intends to implement the Agenda by strengthening cooperation and partnership to achieve sustainable development in the face of modern threats and challenges.

An important direction for the future work of the Government will be the further development of nationalized targets and indicators, specifically defined for the context of Tajikistan, using the global goals and indicators as a starting point. The developed single list of proposed SDGs and related indicators (Appendix 2) should be prioritized over the next five-year period. It is necessary to bring them in compliance with the corresponding national monitoring programs, along with monitoring the goals and objectives of NDS-2030 and MtDP 2016-2020.

As a result, an important aspect of future development is the issue of applying measures to accelerate the achievement of the NDS-2030 goals and the priorities of the MtDG 2016-2020 in the context of nationalization, localization and implementation of the SDGs. Acceleration measures include a focus on energy, gender equality, regional development and youth as factors that can have a multiplier effect and have a maximum impact on the achievement of various goals and objectives. Given the current situation of the “demographic dividend” in Tajikistan, in the future the government will view investment in youth as the most important factor in accelerating the achievement of a strategic goal set.

# THE REPUBLIC OF UZBEKISTAN

**Authors: Matekub T. Bakoev**

Director of MGIMO Tashkent

**Gulnoza G. Ismoilova**

Vice-rector of University of World Economy and Diplomacy

**Lailo M. Tashpulatova**

Candidate of Economic Sciences, Associate Professor, Head of the Department of Economic Theory at University of World Economy and Diplomacy

**Rano A. Juraeva**

Candidate of Economic Sciences, Associate Professor at the Department of Economic Theory at University of World Economy and Diplomacy

**Suzanna T. Adamyants**

Lecturer at MGIMO-University

The 21st century has been marked by the creation of a new worldwide partnership in order to enhance well-being and to define core values and principles for further development. The Sustainable Development Goals (hereinafter the SDGs), adopted in 2015, being comprehensive, are aimed at balancing all three components of sustainable development: economic, social and environmental. The agenda was formulated for each of the 17 goals indicating quantitative and qualitative criteria to be achieved by 2030. In total, the new agenda includes 169 tasks. Each country, adapting these goals, develops its own strategies, plans and programs for sustainable development.

Principles of Good Governance for Sustainable Development.

Goal 16: Peace, justice and effective institutions, which proclaim the promotion of building a peaceful and open society for sustainable development, inter alia, provide for the implementation of the following tasks:

- 16.5. Significantly reduce corruption and bribery in all possible forms.
- 16.6. Create effective, affiliated and transparent institutions at all levels.

- 16.7. Provide responsible decision-making by representative bodies at all levels, involving all sectors of society

16.10. Ensure public access to information and protect fundamental freedoms subject to national legislation and international agreements

16.a. Secure relevant national institutions, by means of international cooperation, to prevent violence and combat terrorism and crime.

16.b. Promote and introduce non-discriminatory laws and policies for sustainable development.

Evidently the implementation of these tasks is directly referred to effective public administration, which has a significant impact on sustainable development and presupposes the existence of effective bodies and laws that support it by creating a favorable environment for the development of the market and ensuring the protection of human rights, as well as the participation of the population in the political decision-making processes that affect their lives and the achievement of equitable economic and social results.

This chapter is devoted to the issues of consistency of the national legislation of Uzbekistan with the Principles of Good Governance for Sustainable Development, to the main assignments of administrative reforms, as well as to the challenges and threats while achieving the Sustainable Development Goals in the republic.

The implementation of the SDGs in Uzbekistan coincided with large-scale reforms within the framework of the national Strategy of Action for 2017-2021 , which is considered to be a roadmap for the implementation of the global SDGs. The strategy of actions in five priority areas of development of the Republic of Uzbekistan in 2017-2021 identified the key goals of modernization of the state and society - improving state and social construction, ensuring the rule of law and strengthening guarantees for protecting the rights and freedoms of citizens, developing and liberalizing economic and social sectors, ensuring security, interethnic harmony and religious tolerance, the implementation of a balanced, mutually beneficial and constructive foreign policy.

In order to organize systematic work to accomplish the measures aimed at improving the quality of life of the population, the Cabinet of Ministers of the Republic of Uzbekistan No. 111 dated February 15, 2016 adopted the Order on integrating the SDGs into national strategies and development programs, including comprehensive, sectoral and regional ones. Based on the global system of indicators and in close cooperation with the ministries and departments responsible for the implementation of the SDGs, as well as with UN agencies, a national list of 200 SDG indicators was formed. It includes indicators which are recognized as relevant for Uzbekistan and reflecting the country's national priorities. The main tool for monitoring and disseminating data on SDG indicators is the national SDG reporting platform. The national platform <http://nsdg.stat.uz> is a unified center to collect and compile statistical data on national SDG indicators. As of today, out of 125 national SDG targets, 105 (or 84%) have been covered in more than 190 regulatory, programmatic and strategic documents of the government.

The government of Uzbekistan monitors the effectiveness of reforms through the global SDG rating, according to which Uzbekistan today is ranked on the 52nd position. The country's strategic goal in the long term is to become a member of the high middle income countries by 2030, which implies more than doubling per capita income, reducing poverty and inequality. To achieve these goals, Uzbekistan relies on liberalization and structural reforms, introducing the basic principles of responsible and effective governance for sustainable development.

The United Nations Framework Program for Development Assistance to the Republic of Uzbekistan for 2016-2020 is a strategic document. The Government of the Republic of Uzbekistan is committed to achieve success in the sphere of human development for the benefit of its population. For the consistent implementation of the SDGs in Uzbekistan, the Resolution of the Cabinet of Ministers of the Republic of Uzbekistan No. 841 of October 20, 2018 "On measures to implement the National goals and objectives in the sphere of sustainable development for the period up to 2030" was adopted and the "Roadmap" was approved for organizing the

implementation of the National Goals and sustainable development targets for the period up to 2030.

It is worth mentioning that the statehood of Uzbekistan has a long history dating back to the Temur Code. The state has always focused on issues of social and economic development, and the development of science and culture as an unchanging policy of state importance. While providing the policy Temur relied not only on his own authority but on laws as well that allowed Amir Temur, to increase the effectiveness of the executive office, ensuring justice and impartiality. Modern Uzbekistan seeks to preserve the best traditions of national statehood, laid down by our outstanding ancestors.

Within the framework of the Action Strategy for 2017-2021, Uzbekistan initiated a full-scale reform in the public administration system. One of the key elements of improving the public administration system is the creation of effective, independent and competent institutions that effectively interact with each other, a professional public service system, comprehensive programs and initiatives to combat corruption, as well as an active civil society.

National legislation is similar to the Principles of Good Governance. In recent years, large-scale transformation has been carried out that are aimed at increasing the efficiency of the civil service in the country. Measures are being taken to abandon the practice of combining state regulators and economic functions by the economic management bodies, to create a modern system of remuneration and social security for employees of state bodies and organizations. To improve the efficiency of the public administration system, taking into account modern global trends in innovative development and consistent implementation of tasks, the Concept of Administrative Reform of the Republic of Uzbekistan dated 8.09.2017 No. UP-5185 was approved.

The most important condition to achieve these goals is the proper functioning of the public administration system, capable to ensure the full implementation of ongoing reforms, adopted regulatory legal acts and government programs, as well as

it is vitally important to identify and effectively solve problems of socio-political and socio-economic development.

The priority tasks of the Concept are as follows:

- optimization and decentralization of the public administration system by eliminating redundant and unusual tasks, functions and powers, duplication and parallelism;

- de-bureaucratization and reduction of public administration costs, increasing the efficiency of activities and transparency of the system of making managerial decisions;

- introduction of a strategic planning system, innovative ideas, developments and technologies;

- further reduction of the administrative impact on the sectors of the economy and the expansion of market management mechanisms aimed at developing a healthy competitive environment, increasing the country's investment attractiveness and business activity of the population;

- the formation of effective forms of public and parliamentary control, aimed at preventing corruption.

The result of the effective implementation of the administrative reform should be an implementation of the idea "It is not the people who should serve the state bodies, but the state bodies must serve the people."

Let us consider the accordance of the national legislation of Uzbekistan and the Principles of Good Governance for Sustainable Development, which meet the three main requirements of Sustainable Development Goal 16: efficiency, accountability, and inclusiveness.

Efficiency includes:

- 1.1. expertise;
  - 1.2. reasonable public policy;
  - 1.3. partnership.
- 1.1. Competence

In order to increase the efficiency of the state civil service, to meet the needs of state bodies and organizations in qualified personnel, as well as to promote civil employee, taking into account their professional qualities, by the Presidential Decree of the Republic of Uzbekistan "On measures to radically improve personnel policy and the system of state civil service in the Republic of Uzbekistan" Dated October 3, 2019 No. UP-5843, the priority areas for further improvement and reform of the civil service have been identified :

- application of meritocracy principle, which provides for the admission to the civil service and promotion of the most worthy and capable persons on the basis of a fair and objective assessment of their professional qualities and special merits;

- introduction of a “career model” of the civil service, which provides for the consistent passage of official career levels, with regular professional development of personnel, as well as with the categorization of civil servants and the assignment of qualification ranks (ranks) to them;

- admission to the civil service on the basis of an open independent competitive selection, which allows to objectively assess all the advantages and disadvantages of the candidate;

- introduction of a unified system of remuneration for civil servants;

- formation of an effective and professionally trained personnel reserve at the national, republican, sectoral and regional levels;

- introduction of modern information and communication technologies in the field of personnel management and human resource development in government agencies and organizations;

- introduction of an effective system of social guarantees, as well as motivation and incentives for civil servants to improve their professional skills and efficiency of their activities.

This Decree established the Agency for the Development of the Civil Service of the Republic of Uzbekistan (ARGOS), which is responsible for the implementation of a unified state policy in the sphere of personnel management and

human resource development, subordinating and accountable to the President of the Republic of Uzbekistan.

In order to establish unified principles and rules of ethical behavior for employees of state bodies and local executive authorities, create conditions for the conscientious and effective performance of their official duties, prevent abuse in public service, the Resolution of the Cabinet of Ministers of the Republic of Uzbekistan of state administration and local executive authorities "dated March 2, 2016 No. 62 approved the Model Rules of Ethical Conduct of Employees of State Administration Bodies and Local Executive Bodies, which is one of the criteria for assessing the quality of professional activity and official conduct of a civil servant based on the principle of competence. .

#### Competence Legal basis

1. Presidential Decree of the Republic of Uzbekistan "On approval of the Concept of administrative reform in the Republic of Uzbekistan" №UP-5185 08.09.2017

2. Resolution of the Cabinet of Ministers of the Republic of Uzbekistan "On Approval of Model Rules of Ethical Behavior for Employees of State Administration Bodies and Local Executive Bodies"№ 62 02.03.2016

3. Presidential Decree of the Republic of Uzbekistan "On measures to improve personnel policy and the system of state civil service in the Republic of Uzbekistan"№ UP-5843 03.10.2019

1.2. Reasonable state policy, implying the implementation of mutually agreed directions of state policy that have a real basis to achieve the intended results.

Currently, Uzbekistan is widely using methods of strategic planning and forecasting socio-economic development through the development of government programs aimed at implementing the most important macroeconomic priorities,

including investment, sectoral, national and others. For the purpose of sustainable socio-economic development of the republic, a system of program documents is being gradually formed, which makes it possible to determine the goals and priorities for the development of the republic's economy.

Approved annually State programs are developed in order to implement specific priorities and solve problems of economic policy. The goals (target indicators) and objectives of the State Program are determined; individual measures are developed to solve specific tasks to achieve the goals of the State Program, the timing of implementation and the responsible executors of the measures are also determined (each event is assigned to one or more ministries and departments, interdepartmental work groups, etc.); a cost estimation of the program is carried out with the measurement of financial expenditures for each event; sources of funding for program activities are being formed; a system is being established for monitoring the progress of the program activities by individual executors with the provision of reliable statistics and reporting. In the course of monitoring, the initial and final (result) indicators are usually used to solve the assigned tasks for each activity (both absolute and relative indicators).

To improve public police it is important to strengthen national statistical systems. Consistent work is being carried out to improve the quality and reliability of statistical information, in special publications and databases of international organizations, of the socio-economic processes taking place in the republic.

The National Strategy for the Development of Statistics of the Republic of Uzbekistan in 2020 - 2025, approved on August 3, 2020, is aimed at the stable development of the national statistics system in the medium term and provides for the achievement of the following goals. :

- to improve legal and organizational infrastructures;
- to improve the statistical infrastructure;
- to improve the relationship between users and providers of statistical information;

- -to improve the information and communication infrastructure for processing statistical information;
- -to improve certain statistical areas and methodologies.
- 

To implement state policy successfully, it is important to introduce qualitatively new and innovative ways of organizing government activities, to increase the independence and responsibility of heads of departments for achieving specific results in the assigned areas. Presidential Decree of the Republic of Uzbekistan "On priority measures to increase the responsibility of the Cabinet of Ministers of the Republic of Uzbekistan for the effectiveness of the implementation of strategic tasks of the country's socio-economic development" determines the implementation of programs for the strategic development of economic and social sectors in the short, medium and long term as one of the most important point.

The interaction of science and politics is another important aspect of the implementation of effective public policy. Accelerated development of the economy and social sphere directly depends on the widespread use of scientific and innovative potential, the determination of priority areas for continuous reform of science for the future, the training of independently-minded highly qualified personnel with modern knowledge, acceleration of work on the modernization of the scientific infrastructure to a new level. The concept for the development of science until 2030, approved by the Presidential Decree of the Republic of Uzbekistan No.UP-6097 on October 29, 2020, provides for the adaptation of the sphere of science to the requirements of the modern economy, namely, the implementation of fundamental structural, organizational, financial, personnel, infrastructure reforms and transformations regulated by the relevant legal base in the field of science. These measures are aimed at achieving Uzbekistan's entry into the list of 50 leading countries in the world in the Global Innovation Index ranking until 2030.

In recent years, the Republic of Uzbekistan has made significant progress in the implementation and use of information technologies in public administration and sectors of the economy, including:

- provision of public services in electronic form and through the extensive infrastructure of public service centers;
- formation of a system of interdepartmental electronic interaction;
- creation of basic state information systems and resources;
- regulation of relations in the field of personal data;
- widespread use of electronic means of payment;
- the use of information technology in the real sector of the economy.

In order to improve the exchange of data between state bodies through information and communication technologies, the Decree of the President of the Republic of Uzbekistan "On measures to further reduction of bureaucratic barriers and the introduction of modern management principles in the activities of state bodies and organizations" No. PP-4546 09.12.2019 allows from January 1, 2021 to form and carry out the report and document flow between state bodies and organizations, their structural divisions in electronic form with a complete refusal to fill out forms, forms and tables in paper form .

Reasonable public policy    Legal basis

1.     Decree of the President of the Republic of Uzbekistan "On Approval of the Concept of Administrative Reform in the Republic of Uzbekistan" No.UP-5185 08.09.2017
2.     Decree of the President of the Republic of Uzbekistan "On approval of the concept of improving the rule-making activity" No.UP-5505 08.08.2018
3.     Decree of the President of the Republic of Uzbekistan "On measures to radically improve the activities on legal support of ongoing reforms" No.UP-5395 03.04.2018

4. Decree of the President of the Republic of Uzbekistan "On measures to radically improve the system for the implementation of state policy in the field of economic development" No. UP-5621 10.01.2019.

5. Decree of the President of the Republic of Uzbekistan "On priority measures to increase the responsibility of the Cabinet of Ministers of the Republic of Uzbekistan for the effectiveness of the implementation of strategic objectives of the socio-economic development of the country" No.UP-5644 28.01.2019

6. Resolution of the President of the Republic of Uzbekistan "On measures to further reduce bureaucratic barriers and the introduction of modern management principles in the activities of state bodies and organizations" No. PP-4546 09.12.2019

7. Resolution of the President of the Republic of Uzbekistan "On organizational measures to improve the activities of research institutions on socio-economic development" No. PP-3534 15.02.2018

8. Decree of the President of the Republic of Uzbekistan "On measures to radically update state policy in the field of economic development and poverty reduction" No.UP-5975 26.03.2020

9. Resolution of the President of the Republic of Uzbekistan "On measures to further improve and develop the national system of statistics of the Republic of Uzbekistan" No.PP-4796 03.08.2020

10. Decree of the President of the Republic of Uzbekistan "On approval of the Concept for the development of science until 2030" No.UP-6097 29.10.2020

11. Resolution of the President of the Republic of Uzbekistan "On measures to further improve the regulatory impact assessment system" No. PP-5025 15.03.2021

1.3. Cooperation provides joint actions of state bodies at all levels of government and non-state actors in solving problems of common interest.

In the Decree of the President of the Republic of Uzbekistan "On measures to further reduce bureaucratic barriers and the introduction of modern management

principles in the activities of state bodies and organizations" No. PP-4546 09.12.2019, increasing the level of citizens' confidence in state institutions and a fundamental change in the attitude and responsibility of state employees for the entrusted area of work. In this regard, it is envisaged to eradicate outdated bureaucratic methods of work, the low level of implementation of modern information technologies in the workflow, a significant amount of paperwork, as well as a reduction in the number of unnecessary meetings and meetings.

In addition, systematic work is underway to optimize the organizational and staff structure of the Government, to simplify examination procedures for documents, to ensure the mobility and efficiency of decision-making process, introduce globally accepted practices of assessing the performance of the heads of ministries, state committees and agencies, for the achieved specific indexes and target indicators (Decree of the President of the Republic Uzbekistan "On priority measures to increase the responsibility of the Cabinet of Ministers of the Republic of Uzbekistan for the effectiveness of the implementation of the strategic objectives of the socio-economic development of the country" No.UP-5644 dated January 28, 2019) .

The task of raising awareness of state bodies, the people and business community about the goals of sustainable development is primarily promoted by the approval of the National Goals and Objectives in the field of Sustainable Development of Uzbekistan for the period up to 2030, the adoption of the Roadmap and the creation of the Coordination Council. In order to ensure the prior importance of the SDGs in all ministries, in October 2018, the Government approved and adopted a resolution on the 2030 Agenda, which strengthened the commitment to aligning the SDGs with national strategies and programs. The Government has approved 16 national SDGs, 125 targets and 206 indicators to facilitate monitoring of their implementation. The following tasks have been set for ministries and agencies:

- organizing effective work on the implementation of National goals and objectives, ensuring intersectoral coordination and an integrated approach to achieving the SDGs;

- ensuring the inclusion of National goals and objectives in the development of sectoral, regional and target development programs, strategies and concepts;

- hearing reports of ministries, departments and working groups on the implementation and achievement of results of the National goals and objectives.

Another important aspect of effective public administration is the active use of network resources. The virtual reception room and People's reception offices of the President of the Republic of Uzbekistan, as well as special units created in each state body to work with citizens' appeals have turned into a unique and effective mechanism for establishing an open dialogue between state bodies and the people, identifying urgent problems, ensuring the consideration of appeals by state bodies and other organizations.

In accordance with the Decree of the President "On further measures to ensure the independence of the media and the development of the activities of the press services of state bodies and organizations" No. PP-4366 27.06.2019, the Agency for Information and Mass Communications was created under the Administration of the President of the Republic of Uzbekistan (AIMC), which carries out the work to ensure the transparency of the activities of state bodies. The purpose of the AIMC is to significantly strengthen the work in the information sphere, to bring the activities of the press services of state bodies and organizations and the media to a qualitatively new level in order to promptly and appropriately respond to emerging challenges in the media sphere, public demands for timely provision of comprehensive information on large-scale reforms in the country. As a result of the implementation of the measures outlined by this decree, the following results have been achieved:

- taking into account the recommendations of the AIMC, about 140 press secretaries of state bodies and organizations have been appointed to their positions; more than 100 heads of press services were certified; professional improvement

training courses (some with the involvement of foreign experts) for heads and employees of press services of state bodies and organizations were organized, and more than 500 press secretaries from all regions of Uzbekistan took part in them;

- the Center for Mass Communications constantly monitors the up-to-date state of the websites of government agencies, as well as their content;

- organized the activities of press services in 186 district and city khokimiyats of Uzbekistan;

- the first official rating of the press services of state bodies of Uzbekistan which included about 80 ministries, departments and economic entities was published in the media;

- on the initiative of AIMC, more than 100 groups of specialists and experts from the press services of ministries, agencies and khokimiyats have been formed in the Telegram messenger in order to monitor and analyze the information space, provide prompt response to critical and widely discussed information attacks, organize work on immediate submission through the media and the Internet the official position of government agencies on issues of concern of the society.

- in order to timely inform the people and ensure the transparency of the activities of state bodies during the lockdown period, AIMC, together with interested ministries and agencies, introduced the Coronavirus-Info channel, which daily contains the most relevant information, as well as expert comments on issues of concern of the society. Besides, daily briefings have been organized at the AIMC operational unit. The top officials of the ministries of justice, health, internal affairs, defense and other official structures speak at the events;

- at regular meetings of the heads of press services with the leadership of AIMC, an analysis of the achieved successes is performed and tasks for the future are outlined in order to consolidate efforts in increasing public trust in government agencies, ensuring information security and improving the country's image.

Also, indicators have been developed that are expected to be achieved by 2030 with a breakdown by year.

For 2020-2021, it is planned to increase the indicator for the response of the press services of state bodies to critical publications on topical issues that concern the society, up to 95%.

AIMC publishes a rating of the press services of official agencies once every two years, which is formed, inter alia, by assessing the effectiveness and quality of response to critical publications.

It is planned to further conduct a series of seminars dedicated to the development of a positive image of organizations with the participation of leading national and foreign coaches. Experience shows that the guarantee of the implementation of administrative reforms is seamlessly linked with the formation of civil society institutions. Partnership of public organizations with executive and government structures is the main condition for the liberalization of public administration and administrative reform.

In recent years, a consistent work has been carried out in Uzbekistan to support non-governmental non-profit organizations (NGOs) and other civil society institutions, strengthen social partnership between them and state bodies, implement effective public control, and improve the legal fundamentals regulating this sphere. In particular, over the past four years, funds in the amount of 117 billion Soums have been allocated from the State budget to support more than 1,270 projects of NGOs and other civil society institutions.

As a result, about 20 laws, decrees of the President of the Republic of Uzbekistan and resolutions of the Government were adopted, providing legal guarantees for NGOs and meeting modern democratic requirements and international standards. A Public Chamber has been formed under the President of the Republic of Uzbekistan, and its activities are aimed at representing the interests of NGOs, acting as a bridge between these organizations and the state. Also, for the effective conduct of an open dialogue with the people, the activities of public councils functioning under the auspices of state bodies have been established. Over the past four years, the number of NGOs, which are the main institutions of civil

society, has increased by 20.7%, including 187 national scale NGOs that began their activities.

By the Decree of the President of the Republic of Uzbekistan No. UP-6181 dated March 04, 2021, the Concept for the Development of Civil Society in 2021 - 2025 was approved, being aimed at:

- consistent improvement of the legal basis for the development of civil society;
  - providing assistance to civil society institutions and further improving the mechanism of their state support;
  - creation of the necessary conditions for the active participation of civil society institutions in state and public administration;
  - further expansion of the participation of civil society institutions in the implementation of state social projects;
  - providing for the openness of the activity of civil society institutions.
- The Roadmap for the implementation of this Concept defines targets, in particular:
- an increase in the volume of state support for civil society institutions by at least 1.2 times in 2021 and 1.8 times in 2025;
  - allocation of 16 billion Soums to public funds of civil society institutions in the republic in 2021 and 70 billion Soums in 2025;
  - bringing the number of members of the National Association of NGOs of Uzbekistan to 10% in relation to the total number of operating NGOs in 2021 and up to 30% in 2025;
  - bringing the number of representatives of NGOs created at the initiative of citizens, who are engaged in the activities of public councils at each state body (in relation to the total number of representatives of NGOs included in the public councils) to 5% in 2021 and 25% in 2025;

- ensuring that the total number of proposals for improving legislation initiated by NGOs to higher-level organizations is brought to 1,000 in 2021 and to 5,000 in 2025;
- bringing the number of NGOs participating in the implementation of the State program of the announced year in our country to 30 in 2021, the State program in 2025 - to 50;
- a decrease in the number of violations/offenses committed by NGOs (in relation to the total number of offenses committed in 2020) by 3.8% in 2021 and by 19.2% in 2025, by simplifying existing procedures and strengthening preventive measures;
- retraining and advanced training of 50 heads of non-governmental non-profit organizations in 2021 and 250 in 2025 at the Academy of Public Administration.

Within the framework of the Concept, from April 1, 2021, the Index of openness of the activities of non-governmental non-profit organizations is introduced. At the end of each year, based on the work carried out by NGOs, the level of social partnership, the effectiveness of allocated subsidies, grants, social orders and other important performance indicators, their rating is compiled.

Another important form of partnership that plays the role of a reliable "bridge" between the people and the state, support for families and women, is the institution of the mahalla. Makhalla (a self-government body of citizens) is a unique social structure of society, a real support and a real helper of the population. The Law of the Republic of Uzbekistan "On citizens' self-government bodies" does not allow state bodies and their officials to interfere into the activities of citizens' self-government bodies. Also in accordance with this law, state bodies create the necessary conditions for the implementation of the activities of citizens' self-governance bodies, assist them in the implementation of the powers provided by law . At present, throughout the republic, the number of gatherings of citizens and self-governance bodies - makhalla committees has exceeded 10 thousand. Over the past

4 years, an effective system of cooperation has been introduced to identify and solve problems of the people on the basis of the principle “makhalla - sector - People's reception room - makhalla”.

In order to ensure the well-being of the population, to raise the system of working with families and women to a new level, to increase the social activeness of the older generation, to further strengthen the role and status of citizens' self-governance bodies in transforming the mahalla into a territory without crime, the Ministry for Support of the Mahalla and the Family of the Republic of Uzbekistan was established in accordance with the Decree of the President of the Republic of Uzbekistan No. PP-4602 dated February 18, 2020 "On organizing the activities of the Ministry to support the mahalla and the family of the Republic of Uzbekistan" and the Decree of the President of the Republic of Uzbekistan No. UP-5938 dated February 18, 2020 "On measures to improve social spiritual atmosphere in society, further support for the institution of makhalla, as well as raising the system of work with families and women to a new level .

The new Ministry is responsible for family, women's and social and spiritual issues, social protection of the elderly and youth education, as well as the development of family entrepreneurship and small business.

#### Cooperation Legal basis

1. Decree of the President of the Republic of Uzbekistan "On measures to radically reduce and further optimize interdepartmental collegial bodies" No. UP-5527 28.08.2018

2. Decree of the President of the Republic of Uzbekistan "On priority measures to increase the responsibility of the Cabinet of Ministers of the Republic of Uzbekistan for the effectiveness of the implementation of strategic objectives of the socio-economic development of the country" No.UP-5644 28.01.2019

3. Resolution of the President of the Republic of Uzbekistan "On the introduction of a qualitatively new system of organizing the work of the government of the Republic of Uzbekistan" No.PP-4136 28.01.2019



## THE UKRAINE

**Author: Ivan D. Loshkariov**

Research Fellow at the Department of Political Theory of MGIMO University

Researcher at the Institute for International Studies of MGIMO University

**Stanislav V. Soloviev**

Research Fellow at the Department of Political Theory of MGIMO University

Since 2014, Ukraine has taken a number of steps aimed at a complex reform of the public administration system. According to Articles 7 and 140 of the Constitution of Ukraine, the municipal administration in Ukraine is a separate level of power and is not included in the system of public administration. At the same time, in fact, municipalities remain part of the system of state administration, since Article 134 of the Constitution grants the executive authorities of the district and regional levels control over the local municipalities<sup>76</sup>. These uncertain conditions have led to the two separate parallel reform initiatives of local self-government and public administration in Ukraine.

In 2014, the Cabinet of Ministers of Ukraine approved the Concept of the Reform of Municipal Government and Territorial Organization of Power until year 2017, which provided for the quality and territorial accessibility of services provided to citizens<sup>77</sup>. In 2016, the Government approved a Plan for the implementation of this Concept, which provided for the legislative consolidation of its main objectives<sup>78</sup>. Meanwhile, in 2014, the state Strategy for regional Development for the period up

---

<sup>76</sup> The Constitution of Ukraine. URL: <https://zakon.rada.gov.ua/laws/show/254к/96-вр#Text>

<sup>77</sup> Concept of the Reform of Municipal Government and Territorial Organization of Power. URL: <https://zakon.rada.gov.ua/laws/show/ru/333-2014-p#n8>

<sup>78</sup> Cabinet of Ministers of Ukraine's Order on Some issues of implementation of the Concept of reforming local self-government and territorial organization of power in Ukraine, September 22, 2016. URL: <https://zakon.rada.gov.ua/laws/show/ru/688-2016-p#n8>

to 2020 was adopted, the implementation plan of which was approved only in 2018 (for 2018-2020)<sup>79</sup>.

With regard to public administration reform, Ukraine also undertook a number of measures. In 2015, a new law "On Public Service" was adopted, which was then adjusted a total of 23 times (2016-2021)<sup>80</sup>. To further develop this law, in 2016, the Cabinet of Ministers of Ukraine approved the Strategy for Public Administration Reform for the period up to 2021, based on the recommendations of the SIGMA (Support for Improvement in Governance and Management) analytical group, created as a joint initiative of the EU and the OECD<sup>81</sup>. In 2017 in addition to this initiative the Government of Ukraine approved the Strategy for The Public Finance Management System reform for 2017-2020.

These documents, adopted in 2014-2021, contain a number of targets set within the framework of the Principles of Good Governance for Sustainable Development. These targets are directly related to the convergence of Ukrainian and European legislation in matters of public administration and training of personnel for authorities at all levels as the goals of Euro-Atlantic and European integration are set out in the Constitution of Ukraine.

In official documents and speeches of public official Ukraine declares strong adherence to the principle of effectiveness. Concerning strategies of competence, the Ukrainian side has underlined the desire to increase the budget use efficiency, optimization of budget revenues, creation of budget planning system for the medium term and a system of monitoring and control over the funds at the national and local levels<sup>82</sup>. To implement this principle, the Law "On Civil Service" (article 13) also makes provisions for new powers of the National Agency for Civil Service Issues,

---

<sup>79</sup> Action Plan for 2018-2020 on the implementation of the State Strategy for Regional Development until 2020. URL: <https://zakon.rada.gov.ua/laws/show/ru/733-2018-n#n13>

<sup>80</sup> Law "On Civil Service". URL: <https://zakon.rada.gov.ua/laws/show/ru/889-19#Text>

<sup>81</sup> Strategy for Public Administration Reform for the period up to 2021. URL: <https://zakon.rada.gov.ua/laws/show/ru/474-2016-p#Text>

<sup>82</sup> Strategy of reforming the public financial management system for 2017-2020. URL: <https://zakon.rada.gov.ua/laws/show/ru/142-2017-p#n9>

aimed at improving the qualification of employees, creating equal conditions for their promotion, and introducing procedures to select the most suitable candidates for the jobs<sup>83</sup>.

In 2018-2020 Ukraine has made significant progress in the digitalization of human resources management and e-government efforts. According to the report of the National Agency for Public Service, the Information System for Human Resources Management in the Public Service (HRMIS) was created, which involved 25 government agencies and a total of more than 16,000 civil servants. In addition, in 2019, a Knowledge Portal was launched, which contains educational and methodological materials necessary to improve the professionalism of officials. In 2020, more than 38 thousand employees of state and local authorities, as well as 107 educational institutions, who generate and update the content of the posted materials, were registered on this Portal<sup>84</sup>. Since the total number of civil servants is 176.5 thousand people, the coverage of the HRMIS information system is close to 10%, and the Knowledge Portal – to 15% respectively (excluding employees of local authorities)<sup>85</sup>.

As for training of civil servants Ukraine has managed to establish a stable system of professional development and additional re-education of personnel. According to the reports of the National Agency for Civil Service, 36.1 thousand state officials received additional training in 2018, 24.6 thousand people in 2019, and 24.4 thousand in 2020<sup>86</sup>. Thus, over the past 3 years, about a third of government

---

<sup>83</sup> Law "On Civil Service". URL: <https://zakon.rada.gov.ua/laws/show/ru/889-19#n80>

<sup>84</sup> Annual Report of the National Agency for Public Service for 2020. p. 8. <https://nads.gov.ua/storage/app/sites/5/24.02.2021/zvit-nads-2020-compressed.pdf>

<sup>85</sup> Annual Report of the National Agency for Public Service for the last quarter of 2020. URL: <https://nads.gov.ua/storage/app/sites/5/dani-za-iv-kvartal-2020-roku.pdf>

<sup>86</sup> Annual Report of the National Agency for Public Service for 2018. p. 17. URL: <https://nads.gov.ua/storage/app/sites/5/PRO%20NADS/PLANI%20TA%20ZVITI/zvit-nads-2018-stisnuto.pdf>; Annual Report of the National Agency for Public Service for 2019. p. 14. URL: <https://nads.gov.ua/storage/app/sites/5/плани%20та%20звіти/zvit-2019-ost-versiya.pdf>; Annual Report of the National Agency for Public Service for 2020. p. 36. URL: <https://nads.gov.ua/storage/app/sites/5/24.02.2021/zvit-nads-2020-compressed.pdf>;

officials have received some form of professional development (taking into account that some people were trained several times in that period).

Despite the results, Ukraine demonstrates insufficient progress in the issues of strategic human resources management – including the support of personnel and professional development of employees from categories " B "to category" A " (top-ranking officials in ministries and public authorities). In particular, the formation of long-term career and professional growth was hindered by changes in the selection procedure for civil servants: in April 2020, civil service admission procedures were suspended, and then resumed in March 2021<sup>87</sup>.

In addition, Ukraine relatively slowly implements e-government strategy. Digitalization of state bodies is designated as a priority in a number of documents, including the Concept of Development of the System of Electronic Services (2017)<sup>88</sup> and the Concept of Development of Electronic Management (2017)<sup>89</sup>. As part of the transition to alternative management and governance methods, it is planned to minimize red tape and simplify administrative procedures, repetitively use previously collected data in the provision of public services, introduce interdepartmental document management systems and analytical systems to support the decision-making process. To achieve these goals, the national electronic interaction system "Trembita" was launched in 2017, which currently unites up to 70 state agencies and departments. Within the framework of Trembita, 28 (out of almost 350) electronic registries are integrated and 136 types of interaction are available<sup>90</sup>. However, in general, the system of state and local government retains mainly non-electronic document flow and lengthy processes of interdepartmental coordination,

---

<sup>87</sup> The President signed a law on the resumption of competitions for civil service positions. URL: <https://www.president.gov.ua/news/prezident-pidpisav-zakon-shodo-vidnovlennya-konkursiv-na-pos-66941>

<sup>88</sup> Cabinet of Ministers of Ukraine's Order on adopting of the Concept of development of system of electronic services in Ukraine. URL: <https://zakon.rada.gov.ua/laws/show/918-2016-p#Text>

<sup>89</sup> Cabinet of Ministers of Ukraine's Order on adopting of the Concepts of e-government development in Ukraine. URL: <https://zakon.rada.gov.ua/laws/show/649-2017-p#Text>

<sup>90</sup> Where did "Trembita" go. URL: <https://www.epravda.com.ua/columns/2021/02/16/671058/>

which hinders the progress of the actively implemented information system for the provision of public services "Diya".

The above-mentioned problems have resulted in a contradictory assessment of the quality of public services provided. According to a survey by the I. Kucheriv Foundation for Democratic Initiatives, only 5% of citizens used electronic services to obtain the necessary documents or benefits. According to the poll, only 37% of respondents rated the performance of state service structures as good or very good, while 16% considered it to be below average or poor. Moreover, every tenth person faced a demand to pay a bribe, and 20% refused to give an answer to this question<sup>91</sup>.

From the point of view of sound policy making, it is necessary to note the lack of a coordinated system of state decisions implementation in various areas of Ukrainian government. The goals and objectives of the public administration system are determined by the annual addresses of the President of Ukraine and the Program of the Cabinet of Ministers of Ukraine, but these documents are traditionally declarative and vague. In 2011, a law draft "On State Strategic Planning" was submitted to the Verkhovna Rada, but it was never adopted. From a legal standpoint, the coordination of actions of various bodies is ensured by the Law "On State Forecasting and Development of Programs for Economic and Social Development of Ukraine", adopted in 2000, and the "General Scheme for Planning the Territory of Ukraine" of 2002<sup>92</sup>.

Since the beginning of the decentralization reform in the country, it has become almost impossible to ensure consistency of actions and guidelines between state and local authorities. The Law "On the Fundamentals of State Regional Policy" adopted in 2015 established two levels of strategic planning in the country: local

---

<sup>91</sup> Assessments of the population of Ukraine on the quality of administrative services. URL: [https://dif.org.ua/article/otsinki-naselennyam-ukraini-yakosti-nadannya-administrativnikh-poslug\\_2019](https://dif.org.ua/article/otsinki-naselennyam-ukraini-yakosti-nadannya-administrativnikh-poslug_2019)

<sup>92</sup> Law "On State Forecasting and Development of Programs for Economic and Social Development of Ukraine". URL: <https://zakon.rada.gov.ua/laws/show/1602-14#Text> ; General Scheme for Planning the Territory of Ukraine. URL: <https://zakon.rada.gov.ua/laws/show/3059-14#Text>

municipal bodies must develop strategies for the development of controlled territories; regional self-government bodies are required to link together the development strategies. At the same time, the approval of these strategies is entrusted to local governments and regional councils, and state authorities can only interfere in this process at the stage of evaluating the results of the implementation of strategies<sup>93</sup>. In addition, the urban planning legislation of Ukraine actually establishes another level of strategic planning for urban and rural settlements, which lays the foundations for the spatial development of the territory, Urban zoning takes into account the needs of the population, establishes the priority of project implementation and possible restrictions on local projects<sup>94</sup>. This level has become a separate one, since as part of the decentralization reform, local self-government units are being consolidated and now may include several municipalities and even entire districts (secondary administrative units).

The reform of national statistics, which has begun in Ukraine, may enhance the coordinated state decision making process. As for now, in addition to the State Statistical Service, about 10 other state agencies collect statistical information, including the Ministries of Health and Internal Affairs, the National Bank, the Entitlements Fund, and so on<sup>95</sup>. The intention to reduce the volume of collected information, optimize its circulation within state authorities and ensure adequate access to it for citizens was stated in 2015 in the Strategy for Sustainable Development "Ukraine 2020"<sup>96</sup>. In 2019, the Cabinet of Ministers of Ukraine adopted a separate program for the development of state statistics until 2023, which provides for the transition to European standards of statistics in the field of

---

<sup>93</sup> Law "On the Fundamentals of State Regional Policy". URL: <https://zakon.rada.gov.ua/laws/show/156-19#Text>

<sup>94</sup> Law "On regulation of urban planning activity". URL: <https://zakon.rada.gov.ua/laws/show/3038-17#Text>

<sup>95</sup> When less is really better: statistical reports reform. URL: <https://www.epravda.com.ua/columns/2020/07/14/662926/>

<sup>96</sup> Strategy for Sustainable Development "Ukraine 2020". URL: <https://zakon.rada.gov.ua/laws/show/5/2015#Text>

agriculture, energy consumption, aquatic biological resources and fisheries, environmental protection, tourism, and business accounting. This program involves the creation of a system for monitoring the achievement of the Sustainable Development Goals and the integration of 60% of statistical observations within a single data system<sup>97</sup>.

The decision-making progress in Ukraine is also enhanced by the well-developed institution of civil councils under the state and local executive and legislative authorities. According to the Model Act on the public council under the ministry, another central executive body, regional or city and district state administrations, civil councils are called upon to unite all interested parties and prepare expert conclusions and proposals on the creation and implementation of state policy in a particular area<sup>98</sup>. In reality, the expert activity of public councils is not fully developed due to insufficient administrative and legal regulation of their activities, including various methods of selecting their members, the non-mandatory response of the authorities to the proposals of public councils, and the duplication of the functions of many public councils. Moreover, at the level of the main state executive authorities, more than 60 public councils have been created on a sectoral basis<sup>99</sup>, which do not have a common platform for generating cross-sectoral proposals for improving the work of public authorities. Similarly, the expert structures attached to the permanent committees of the Verkhovna Rada do not have any common institutional platforms for coordinating positions on correlating topics and projects.

---

<sup>97</sup> Cabinet of Ministers of Ukraine's Order on adopting Program of sustainable development of the state statistics till 2023 <https://zakon.rada.gov.ua/laws/show/222-2019-п#Text>

<sup>98</sup> Cabinet of Ministers of Ukraine's Order on ensuring public participation in the formation and implementation of public policy. URL: <https://zakon.rada.gov.ua/laws/show/996-2010-п#Text>

<sup>99</sup> List of civil councils in the executive branch. URL: <https://www.kmu.gov.ua/gromadskosti/gromadyanske-suspilstvo-i-vlada/gromadski-radi/perelik-ta-kontakti-dani-gromadskih-rad>

With regards to science-policy interface, the system of higher educational institutions and organizations under the jurisdiction of the National Academy of Sciences of Ukraine and branch academies is also used to prepare and monitor decisions of state authorities on case-to-case basis. In particular, the National Academy of Sciences of Ukraine does not participate on a regular basis in the preparation of strategic documents, does not conduct an expert examination of drafted state target programs, strategic and forecast documents, as well as regulatory legal acts on the areas of state development, despite the available human resources and unique competencies of the Academy<sup>100</sup>. Similarly, the system of higher education institutions, which includes 281 university-level educational organizations<sup>101</sup>, is poorly involved in any analytical support and expert evaluation of decisions. This is evident even in the sectoral context, despite the fact that more than 80 university-level institutions have affiliation with various agencies and ministries<sup>102</sup>

Ukraine has not yet developed a comprehensive and consistent risk-management framework, although individual ministries and departments are taking the initiative to implement the international risk management standard ISO 31000. In 2018, on its basis, Ukraine adopted the national standard DSTU ISO 31000: 2018<sup>103</sup>. At the same time, the documents of strategic, medium-and short-term planning in the country usually do not point out the most important elements of risk management, namely, risk analysis and a clear correlation of different types of risks with different measures of a particular response. Moreover, the governing bodies in

---

<sup>100</sup> Report of V. Horbulin at the meeting Presidium of the National Academy of Sciences of Ukraine on January 15, 2020. URL: <http://dspace.nbuv.gov.ua/bitstream/handle/123456789/169909/07-Horbulin%20.pdf>

<sup>101</sup> Higher education in Ukraine in 2019, URL: [http://www.ukrstat.gov.ua/operativ/operativ2020/osv/vush\\_osv/vush\\_osv\\_19.xls](http://www.ukrstat.gov.ua/operativ/operativ2020/osv/vush_osv/vush_osv_19.xls)

<sup>102</sup> List of higher education organizations in Ukraine. URL: <https://mon.gov.ua/storage/app/media/uploaded-files/reestr-perelik1.xls>

<sup>103</sup> Order of the State Enterprise “Ukrainian research and education center for standardization, certification and quality issues” on the adoption and repeal of national standards, the adoption of amendments to national standards <https://zakon.rada.gov.ua/rada/show/v0446774-18#Text>

Ukraine do not yet have a detailed understanding of the possibilities of optimizing risks by reducing them, regulating them, and using resources to change them.

Within the strategies of collaboration, Ukraine demonstrates a sectoral approach, which implies not only the coordination of the activities of authorities at various levels, but also the involvement of stakeholders in the discussion and monitoring of decisions. 7 advisory councils have been established under the President of Ukraine to coordinate important sectors of the country's social and economic policy. In particular, the Council on Freedom of Speech deals with issues of ensuring conditions for journalistic activities and includes representatives of law enforcement agencies, the journalistic community and the Office of the President<sup>104</sup>. The Advisory Council for War Veterans and Families of Fallen Defenders of Ukraine deals with issues of social protection of veterans and clarification of the legal status of participants in hostilities in the Eastern Ukraine<sup>105</sup>. The Council consists of representatives of the Office of the President, the Parliament and the veterans ' community<sup>106</sup>.

The Council for Social Development of the Regions monitors the situation with social protection of the population and brings together representatives of 7 ministries, the Office of the Parliament and the Office of the President<sup>107</sup>. In addition, in March 2021, the Congress of Local and Regional Authorities was established, that includes representatives of the Office of the President, members of the Government, heads of regional and district state administrations, as well as heads of elected bodies at the local, district and regional levels. This advisory body, chaired by the President,

---

<sup>104</sup> The Council on Freedom of Speech under the President of Ukraine will appeal to law enforcement agencies regarding the state of investigation of the most high-profile crimes against journalists. URL: <https://www.president.gov.ua/news/rada-z-pitan-svobodi-slova-pri-prezidentovi-ukrayini-zvernet-63645>

<sup>105</sup> Regulations on the Advisory Council for War Veterans, Families of Deceased Defenders of Ukraine. URL: <https://zakon.rada.gov.ua/laws/show/273/2020#Text>

<sup>106</sup> President of Ukraine's Order on The Advisory Council for War Veterans and Families of Fallen Defenders of Ukraine. URL: <https://zakon.rada.gov.ua/laws/show/209/2020#Text>

<sup>107</sup> <sup>107</sup> President of Ukraine's Order on The Council for Social Development of the Regions. URL: <https://www.president.gov.ua/documents/4152020-35193>

is designed to fully monitor the regional policy of the State and serve as a communication channel between the State and local authorities<sup>108</sup>. The National Reform Council under the leadership of former Georgian President Mikhail Saakashvili has a similar function.

Some collaboration structures are not yet fully formed. The Council for the Development of Higher Education was established in June 2020, but its membership configurations and functions have not yet been determined<sup>109</sup>. The situation appears to be similar with the Advisory Council on Ensuring Guarantees of the Rights and Freedoms of Participants in the Defense of Ukraine, established in March 2021<sup>110</sup>. Moreover, there is a duplication of functions of some collaboration structures especially in matters of social protection of veterans and regional policy.

At the same time, at the level of the Cabinet of Ministers as the main constitutional body of the executive power, there is a notable decrease in forms of interdepartmental coordination and dialogue platforms with interested parties. In January 2020, by a resolution of the Cabinet of Ministers of Ukraine, 75 interdepartmental coordination and work groups were abolished, including those on the mining and metallurgical industry, the protection of the homeless, and the improvement of the penitentiary system<sup>111</sup>. In January 2021, the Cabinet of Ministers terminated another 31 interdepartmental coordination and work groups such as groups on attracting investment, interethnic harmony and the functioning of the health system<sup>112</sup>. On the one hand, some of these groups were tasked with ceremonial

---

<sup>108</sup> President of Ukraine's Order on Regulation of the Congress of Local and Regional Authorities. URL: <https://www.president.gov.ua/documents/892021-37105>

<sup>109</sup> President of Ukraine's Order on the improvement of higher education in Ukraine <https://www.president.gov.ua/documents/2102020-34045>

<sup>110</sup> President of Ukraine's Order Advisory Council on Ensuring Guarantees of the Rights and Freedoms of Participants in the Defense of Ukraine. URL: <https://www.president.gov.ua/documents/932021-37333>

<sup>111</sup> Cabinet of Ministers of Ukraine's Order on abolishment liquidation of some advisory, consultative and other subsidiary bodies established by the Cabinet of Ministers of Ukraine. January 15, 2020. URL: <https://www.kmu.gov.ua/npas/pro-likvidaciyu-deyakih-konsultativnih-a5>

<sup>112</sup> Cabinet of Ministers of Ukraine's Order on abolishment liquidation of some advisory, consultative and other subsidiary bodies established by the Cabinet of Ministers of Ukraine.

functions of organizing anniversary celebrations in honor of prominent Ukrainian political and cultural figures, as well as important events in the history of the state, so their abolition was associated with them successfully fulfilling their main purpose. On the other hand, it is obvious that some of the interdepartmental formats of interaction should have been left intact, since they allowed us to combine the efforts of different authorities in related issues.

The creation of new work groups and commissions only partially makes up for the loss of many interagency formats. According to the portal "Legislation of Ukraine"<sup>113</sup>, in 2019-2021 the President and the Cabinet of Ministers of Ukraine have created a total of 24 new interdepartmental work groups, 5 coordination councils, 5 interdepartmental commissions, 14 organizational committees and 3 government commissions, that is, in total, 51 platforms for inter-agency collaboration. It seems that the abolition and establishment of new platforms in such a short time does not allow for a stable dialogue and cooperation of different agencies on related issues and problems of national importance.

In general, Ukraine consistently adheres to the accountability principle in public administration. Within the strategy to enhance integrity of public servants, a radical transformation of the systems of control over the income of any officials and related persons was launched in 2014. In particular, the laws "On the Basics of Anti-corruption policy", "On the National Anti-Corruption Bureau" (NABU), "On Combating Corruption" were adopted in 2014<sup>114</sup>. Later, regulatory acts were signed off on establishing the National Agency for Asset Search and Management (ARMA), the Supreme Anti-Corruption Court, and the Specialized Anti-Corruption Prosecutor's Office. In total, Ukraine has built a system of 7 anti-corruption

---

February 3 15, 2021. URL: <https://www.kmu.gov.ua/npas/pro-likvidaciyu-deyakih-konsultativnih-a81>

<sup>113</sup> Legislation of Ukraine. URL: <https://zakon.rada.gov.ua>

<sup>114</sup> Law "On the Basics of Anti-corruption policy". URL: <https://zakon.rada.gov.ua/laws/show/1699-18#Text>; Law "On the National Anti-Corruption Bureau" URL: <https://zakon.rada.gov.ua/laws/show/1698-18#Text> ; Law "On Combating Corruption". URL: <https://zakon.rada.gov.ua/laws/show/1700-18#Text>

institutions for officials and politicians, moving from the mandatory submission and verification of income and expenditure declarations up to prosecution for violations discovered. This system has not yet achieved 100% efficiency, since the creation of anti-corruption bodies stretched over 5 years: the Supreme Anti-Corruption Court was formed only in April 2019.

According to the public reports of the NABU for 2020, 792 cases were opened on corruption charges with 201 people suspected. Among the suspects, more than half (108 citizens) were private individuals or representatives of private legal entities, that is, they were not government officials, judges or members of representative bodies at various levels. In the NABU reports, it is noted that only 18 officials of the highest rank (category A and below) and only 28 heads of state-owned enterprises were suspected of corruption offenses. Out of the above-mentioned cases, 71 cases were sent to the court, that is, less than 10% of their total number<sup>115</sup>. This data indicates the mediocre results of the work of anti-corruption bodies related to the investigation and prosecution of corruption offenses.

In addition to the anti-corruption system, Ukraine is moving towards improving the professional ethics of civil servants by using codes of conduct in public service. Back in 2006, one of the first Codes of Ethics was adopted in the State Tax Service<sup>116</sup>. Gradually, most of the executive authorities adopted such codes. In 2016, a new version of the intersectoral Code for state and municipal employees came into force and linked the ethical obligations of officials with the new anti-corruption legislation<sup>117</sup>.

---

<sup>115</sup> Semi-Annual Report National Anti-Corruption Bureau in the first half of 2020. pp. 12-13, 21. URL: [https://nabu.gov.ua/sites/default/files/reports/zvit\\_i\\_pivrichchya\\_2020\\_roku\\_0.pdf](https://nabu.gov.ua/sites/default/files/reports/zvit_i_pivrichchya_2020_roku_0.pdf); Semi-Annual Report National Anti-Corruption Bureau in the second half of 2020. p. 12-13, 17. [https://nabu.gov.ua/sites/default/files/reports/zvit\\_ii\\_2020\\_.pdf](https://nabu.gov.ua/sites/default/files/reports/zvit_ii_2020_.pdf);

<sup>116</sup> The Code of professional ethics of a state employee tax service of Ukraine <https://zakon.rada.gov.ua/rada/show/v0059225-06#Text>

<sup>117</sup> Common rules of ethical behavior of civil servants and local government officials. URL: <https://zakon.rada.gov.ua/laws/show/z1203-16#Text>

The most important element of ensuring the integrity of state and municipal employees remains the policy of managing conflicts of interest. The Law of Ukraine "On Combating Corruption" distinguishes between a potential and a real conflict of interest: if a potential conflict of interest is associated with the possible presence of a private interest in an employee, then a real conflict of interest implies a contradiction between the functions of the employee and his (or her) private interest. In relation to these types of conflicts of interest, the law establishes either the employee's self-imposed removal from the functions, or the administration of the activities of such an employee by a higher-level manager. The forms of possible administration of the employee's activities, in addition to removal from his or her respective functions, include the establishment of additional control, restriction of access to information on a specific issue, and partial review of official duties<sup>118</sup>.

An additional motivation for the conscientious performance of duties by civil servants was the regulation of remuneration and pay scales issues. In 2017, the Cabinet of Ministers of Ukraine established the minimum wage for an employee, introduced a scheme for matching positions and official salaries, and established the size of bonuses for civil service ranks<sup>119</sup>. This decision made it possible to unify the remuneration of labor in the executive and legislative bodies, to systematize the names and principles of the organization of positions in various government bodies and auxiliary divisions. At the same time, stimulation measures in Ukraine were not fully implemented due to the budget deficit in 2018-2021.

Transparency and the accessible basis of public procurement remain an important element of the integrity of employees of State and municipal authorities. In 2016, Ukraine adopted the Law "On Public Procurement", which created the electronic procurement system "Prozorro". This system involves four levels of procurement, depending on the cost of goods or services. If the amount exceeds 133 thousand euros (about 155 thousand dollars), then open auctions are held with all

---

<sup>118</sup> Law "On Combating Corruption". URL: <https://zakon.rada.gov.ua/laws/show/1700-18#Text>

<sup>119</sup> Cabinet of Ministers of Ukraine's Order on the issue of wages employees of state bodies. URL: <https://www.kmu.gov.ua/npas/249668347>

documentation in English and preliminary verification of bidders. If the purchase amount exceeds 200 thousand hryvnias (about 7 thousand dollars), open auctions are held without checking the participants, but with open competition of suppliers' applications. If the purchase amount exceeds 50 thousand hryvnias (about 1800 dollars), the competition is held only if there are several applications under a simplified procedure. If the purchase amount is less than 50 thousand hryvnia, the customer uploads the purchase documentation after the fact<sup>120</sup>. The analysis of the Prozorro system's performance shows that the state and municipal authorities in Ukraine have mastered several simple ways to overpass the existing rules. These methods include the division of the procurement of services or goods into several parts in order to lower the amount of one lot to 50 thousand hryvnia (the second level of procurement); the cancellation of an open tender if a non-affiliated supplier wins; the establishment of discriminatory terms of payment for services or goods in the interests of specific suppliers; changes in the terms of procurement by agreement of the parties after the competitive procedures' final, and so on<sup>121</sup>.

In terms of government transparency, Ukraine is making significant progress. According to the Open Budget Survey, the Ukrainian authorities provide preliminary publication of proposals on budget parameters, public access to the adopted text of the annual budget, issue reports on budget use at the end of the reporting period, and conduct an audit of budget use by the Accounting Chamber of Ukraine. At the same time, preliminary budget parameters are published in a generalized form, and interim reports on budget implementation are not issued, which reduces the possibility of public discussion of the principles and implementation of budget policy<sup>122</sup>.

In Ukraine, there are more than 5 open state registers, including unified portal of state data (data.gov.ua), the unified state register of entrepreneurs

---

<sup>120</sup> Law "On Combating Corruption". URL: <https://zakon.rada.gov.ua/laws/show/922-19#Text>

<sup>121</sup> Prozorro and the Law do not save from some machinations. URL: <https://nashigroshi.org/2018/06/19/vid-yakyh-mahinatsij-ne-ryatuyut-prozorro-i-zakon/>

<sup>122</sup> Open Budget Survey 2019: Ukraine. URL: <https://www.internationalbudget.org/open-budget-survey/country-results/2019/ukraine>

(<https://usr.minjust.gov.ua/ua/freesearch>), the unified state register of corrupt officials (<http://corrupt.informjust.ua/>) and so on. Since 2015, these registers disclose information about the ultimate beneficiaries of certain legal entities. However, the procedure for inclusion in these registers is declarative, and no penalties or other sanctions follow the refusal to provide accurate information about the ultimate beneficiaries<sup>123</sup>. Despite the appearance of relatively detailed public registers, the legislation of Ukraine does not contain norms on the promotion of interests and lobbying, which means that a significant part of the preparation and discussion of decisions is still in the shadow, which creates additional corruption risks.

According to the indicators, the independence of the supervision of the activities of the authorities in Ukraine has made no significant progress. The procedure for appointing the heads of anti-corruption (SAP, NABU, NASC) and audit (Accounts Chamber of Ukraine) bodies involves the highest executive and legislative authorities. If there are political forces in the parliament that are directly connected with the country's leadership ("Petro Poroshenko Bloc" in 2014-2019 or "Servant of the People" since 2019), the process of appointments to these formally independent institutions is directly influenced by the head of state and the Office of the President (previously – the Presidential Administration).

Within the framework of inclusiveness, Ukraine shows mixed results. As to public participation in the formation of state policy, the country complies with the basic requirements for holding elections, carries them out in a timely manner and with the participation of various political forces. According to the Ministry of Justice, there are 365 political parties and movements in Ukraine that are registered in accordance with the established procedure<sup>124</sup>. A significant part of these parties can be considered regional, since they are represented in local municipal and

---

<sup>123</sup> Law “On the state registration of legal entities, physical persons, businessmen and public formations”. URL: <https://zakon.rada.gov.ua/laws/show/755-15#Text>

<sup>124</sup> Information in respect of political parties registered in accordance with the procedure established by law as of 01.01.2021. URL: <https://minjust.gov.ua/m/4561>

representative bodies of the one region: for example, "Vinnytsia European Strategy" (Vinnytsia region), "Kernes Bloc – successful Kharkiv" (Kharkiv region), "Trust in Actions" (Odessa region).

At the same time, in accordance with the Law "On the Condemnation of the Soviet and National Socialist (Nazi) Totalitarian Regimes", the Ministry of Justice of Ukraine and the State Registration Service have imposed a permanent ban on the activities of the Communist Party of Ukraine and the Workers ' Party of Ukraine. It is noteworthy that the Communist Party was a member of all convocations of the parliament until 2014 and in the 2014 parliamentary elections gained 3.88% (the 8th result among 29 parties)<sup>125</sup>. In addition, in March 2021, the Ministry of Justice of Ukraine sent a similar request to the court regarding the "Shariy's Party", which is represented in several regional and city councils<sup>126</sup>. These parties have ideologically close positions on a number of issues, so such actions of the authorities have signs of selective justice and unfair political competition.

According to the UN High Commissioner for Refugees, there are up to 1.8 million internally displaced persons in Ukraine (in 2020 – 1.4 million people), most of whom have left the territories affected by the conflict in the east of the country. Approximately half of this number is not permanently located in the government-controlled territory, returning to their places of residence as they meet their needs (purchasing goods, receiving social benefits, processing official documents)<sup>127</sup>. Despite the simplification of active suffrage procedures, it is still difficult for these

---

<sup>125</sup> Information on the counting of votes in the national multi-member constituency in 2014 parliamentary elections. URL: <https://www.cvk.gov.ua/pls/vnd2014/wp300pt001f01=910.html>

<sup>126</sup> Lawsuit filed by the Ministry of Justice to ban the activities of the Sharia Party: The UACC has opened proceedings in the case. URL: <http://oask.gov.ua/node/4811>

<sup>127</sup> Evaluation of UNHCR's Ukraine Country Programme. P.15. URL: [https://www.unhcr.org/research/evalreports/5a182d607/evaluation-unhcrs-ukraine-country-programme.html?query=ukraine; Information provided by the Ministry of Veterans Affairs of Ukraine in connection with the preparation by the Special Rapporteur on the human rights of internally displaced persons of the thematic report to the Human Rights Council on the protection of internally displaced persons with disabilities. URL: https://www.ohchr.org/\\_layouts/15/WopiFrame.aspx?sourcedoc=/Documents/Issues/IDPersons/C all/Ukraine.docx](https://www.unhcr.org/research/evalreports/5a182d607/evaluation-unhcrs-ukraine-country-programme.html?query=ukraine; Information provided by the Ministry of Veterans Affairs of Ukraine in connection with the preparation by the Special Rapporteur on the human rights of internally displaced persons of the thematic report to the Human Rights Council on the protection of internally displaced persons with disabilities. URL: https://www.ohchr.org/_layouts/15/WopiFrame.aspx?sourcedoc=/Documents/Issues/IDPersons/C all/Ukraine.docx)

individuals to participate in voting. In particular, in 2019, only 76,000 internally displaced persons took part in the presidential elections, mostly in the vicinity of the conflict zone<sup>128</sup>.

In 2020, the Verkhovna Rada excluded the government-controlled territories of the Luhansk and Donetsk regions with 0.5 million of population from the process of holding regular local elections<sup>129</sup>. Earlier, two cycles of presidential and parliamentary elections (2014, 2019) were held in these territories despite the ongoing armed conflict, which gives the reason to doubt the intentions of the country's authorities. Experts on Ukrainian electoral legislation note that there are no clearly described criteria for making such a decision<sup>130</sup>. In general, the ban on political parties and the territorial limitations of voting cast doubt on the fairness of the electoral process in Ukraine.

Ukraine shows insufficient progress in terms of providing non-discrimination in public governance. Although article 24 of the Constitution declares equality of rights and freedoms of citizens, in practice this norm is not fully observed. Despite the adoption of the specialized Law "On the basics of preventing and countering discrimination" in 2012<sup>131</sup>, Ukrainian legislation has a number of definitions and criteria for discrimination, but there is no clear procedure for challenging discriminatory actions and a common understanding of the amount of punishment for discrimination as an offense<sup>132</sup>. This leads to legal uncertainty as to which groups of the population should be subject to non-discrimination rules.

---

<sup>128</sup> IDPs and Verkhovna Rada Elections: How to Vote for Displaced Persons. URL: <https://www.dw.com/uk/впо-і-вибори-до-верховної-ради-як-проголосувати-переселенцям/a-49236588>

<sup>129</sup> The Decree of The Verkhovna Rada of Ukraine on calling the next local elections in 2020 . URL: <https://zakon.rada.gov.ua/laws/show/795-20#Text>

<sup>130</sup> Why in 18 communities in Donbass local elections were canceled? URL: <https://www.radiosvoboda.org/a/chomu-u-18-ty-hromadakh-na-donbasi-skasuvaly-mistsevi-vibory-/30783819.html>

<sup>131</sup> Law "On the basics of preventing and countering discrimination". URL: <https://zakon.rada.gov.ua/laws/show/5207-17#Text>

<sup>132</sup> Universal Periodical Review: Alternative View. P. 76-77. URL: <http://www.civicus.org/images/Ukraine.JointUPRSubmission.UK.pdf>

The most complete anti-discrimination norms are described in article 161 of the Criminal Code of Ukraine, which identifies the following categories of non-discriminated groups – racial, religious, related to political beliefs, skin color, biological sex, disabilities, social and ethnic origin, property status, place of residence and native language<sup>133</sup>. The problem lies in the fact that this list does not include a number of categories of discriminated groups as well as in the validity of undifferentiated consideration of all forms of discrimination as a criminal offense (but not administrative one).

The recommendations of the UN Committee on Economic, Social and Cultural Rights, among other things, note that there is a recorded discrimination in Ukraine of Roma people in matters of employment, health and education; of women - in matters of employment and remuneration; of newborns in the conflict zone in the Donbas - in matters of obtaining official documents and fixing Ukrainian citizenship; of linguistic minorities - in matters of education and the use of their language in the public sphere (including the possibility of applying to state authorities and courts)<sup>134</sup>.

In 2018-2019, several laws were adopted that introduce the concept of a "leading management center" of a religious organization. For some religious organizations (primarily the Kiev Metropolitan of the Ukrainian Orthodox Church), the requirement to designate its "leading management center " in the name of the organization implies a clear path to stigmatization, public humiliation and difficulties with property rights<sup>135</sup>. Although the Supreme Court of Ukraine rejected the attempts

---

<sup>133</sup> Criminal Code of Ukraine. Article 161. URL: [https://protocol.ua/ru/kriminalniy\\_kodeks\\_ukraini\\_stattya\\_161/](https://protocol.ua/ru/kriminalniy_kodeks_ukraini_stattya_161/)

<sup>134</sup> UN Committee on Economic, Social and Cultural Rights. Concluding observations on the seventh periodic report of Ukraine. URL: <https://docstore.ohchr.org/SelfServices/FilesHandler.ashx?enc=4slQ6QSmlBEDzFEovLCuWxT7OYZyYjJGL8qwRLmzDL%2fvGZyEn3i0uiQ8QMBJeVxr4Jaon5%2fgI7IPnOTr2gopfl3jrLZXaYp9bJQEOGGa9vqfIaJU1DNIHByIaRMNVKR>

<sup>135</sup> Law “On Amendments to Certain Laws of Ukraine Concerning the Subordination of Religious Organizations and the Procedure for State Registration of Religious Organizations with the Status of a Legal Entity”. URL: <https://zakon.rada.gov.ua/laws/show/2673-19#n6>; Law “On Amendments to Article 12 of the Law of Ukraine "On Freedom of Conscience and Religious Organizations" regarding the name of religious organizations (associations) that are part of the

of the Ministry of Culture to force a number of those organizations, including the Ukrainian Orthodox Church, to change their name in accordance with this law<sup>136</sup>, the threat of stigmatization and selective application of legal norms remains relevant for them.

In general, the foundation for the implementation of the principle of inclusiveness, which implies, first of all, the reform of decentralization, is still just being formed in Ukraine. The successful implementation of this reform will make it possible to put into practice a more equitable distribution of funds between the territories, ensure their long-term development, and monitor the existing socio-economic risks and needs of the population.

Based on this, Ukraine is moving towards the implementation of the Sustainable Development Goals. The Ministry of Economic Development and Trade has prepared a national report on the implementation of the SDGs in the country in 2017 and 2019. The national report of 2017 emphasized that out of 240 indicators of the Global Development Goals, Ukraine collected data on 52 indicators in full compliance with international standards, and data on another 79 indicators were available to some extent. The report concluded that there is no methodology for calculating a number of indicators and that there were no central executive authorities responsible for collecting relevant data<sup>137</sup>. The national report for 2019 focused on the development of children and young people in the context of the SDGs. The report concludes that the data collected by the State authorities is incomplete

---

structure (is part of) a religious organization (association), the governing center (management) of which is located outside Ukraine in a state that is recognized by law as having committed military aggression against Ukraine and / or temporarily occupied part of the territory of Ukraine”. URL: <https://zakon.rada.gov.ua/laws/show/2662-19#n2>

<sup>136</sup> Sumprreme Court Decision on the case Ukrainian Orthodox Church and other vs Ministry of Culture, URL: <https://reyestr.court.gov.ua/Review/86275178>

<sup>137</sup> National Report of SDGs in 2017. p. 173-174. <https://me.gov.ua/Documents/Download?id=22e86f94-a9dd-421e-adcb-e38748a4b7cb>

and that there is a need for continuous monitoring of children's issues, especially in the area of child abuse<sup>138</sup>.

As a result of the analysis of these reports, the Cabinet of Ministers of Ukraine in August 2019 assigned the State Statistics Service with the duty to collect data on the implementation of the SDGs<sup>139</sup>. In September 2019, the President of Ukraine ordered to use the SDGs as reference points in national documents, to improve the monitoring system and to publish reports on the implementation of the SDGs on March 1st of each year<sup>140</sup>. With a significant delay, a Voluntary National Review on the Implementation of the SDGs in Ukraine was released at the end of June next year (2020). This document contains recommendations related to changing the methodology for calculating indicators, taking the SDGs into account in budget planning, and integrating the SDGs into strategic, program, and industry documents<sup>141</sup>. A similar review has not been published in March 2021 and will probably be available later.

The Sustainable Development Goals have not yet been reflected in any national strategy or roadmap. According to the Ministry of Finance, 86 national objectives were formulated on the basis of 17 Sustainable Development Goals, which were reflected in 145 legal acts<sup>142</sup>. The only industry-specific program directly related to the SDGs is the fight against noncommunicable diseases (Goal No 3). Within the framework of the existing National Plan on those diseases, guidelines are formulated to increase the physical activity of the population, ensure road safety,

---

<sup>138</sup> National Report of SDGs in 2019, p. 119-120. <https://me.gov.ua/Documents/Download?id=bec63b3c-bb72-41c9-bb7c-836239bca975>

<sup>139</sup> Cabinet of Ministers of Ukraine's Order on issues of data collection to monitor the implementation of sustainable development goals. URL: <https://zakon.rada.gov.ua/laws/show/686-2019-p#Text>

<sup>140</sup> President of Ukraine's Order on the Sustainable Development Goals of Ukraine for the period up to 2030 <https://zakon.rada.gov.ua/laws/show/722/2019#Text>

<sup>141</sup> Voluntary National Review on the Implementation of the SDGs in Ukraine in 2020. p. 113-114. URL: <https://me.gov.ua/Documents/Download?id=4819b04d-99d6-47d3-a0db-fd4a4215f13d>

<sup>142</sup> Progress in the field of ecology, social responsibility and effective governance in Ukraine. URL: [https://mof.gov.ua/uk/esg\\_performance-426](https://mof.gov.ua/uk/esg_performance-426)

optimize the nutrition of the population and increase the awareness of citizens about the causes of non-communicable diseases<sup>143</sup>. The Ministry of Health is responsible for the implementation of this plan.

In general, the Ministry of Economic Development, Trade and Agriculture (the successor to the previously existing Ministry of Economic Development and Trade) is responsible for implementing the SDGs in Ukraine. According to the Regulations on the Ministry, this body, to achieve the SDG, prepares proposals on the main areas of development and reform, ensures the development of plans and programs, and coordinates the work of the authorities on these issues<sup>144</sup>. Until the fall of 2019, the Ministry supported the work of the Interdepartmental Work Group on the coordination of implementation processes and monitoring of social and economic achievements within the framework of the SDGs<sup>145</sup>.

To this date, the Ministry of Economic Development, Trade and Agriculture cooperates with the United Nations Industrial Development Organization (UNIDO), the United Nations Children's Fund (UNICEF) Office in Ukraine, and the United Nations Development Programme (UNDP) in implementing the SDGs. Basically, this cooperation is limited to the preparation of events to discuss the SDG issues and the development of report documents on the implementation of the SDGs in Ukraine.

In implementing the Principles of Effective Public Administration for Sustainable Development and achieving the Sustainable Development Goals, the Government of Ukraine faces the following challenges:

---

<sup>143</sup> Cabinet of Ministers of Ukraine's Order on approval of the National Action Plan on Noncommunicable Diseases to Achieve Global Sustainable Development Goals <https://www.kmu.gov.ua/npas/pro-zatverdzhennya-nacionalnogo-planu-zahodiv-shchodo-neinfekciynih-zahvoryuvan-dlya-dosyagnennya-globalnih-cilej-stalogo-rozvitku>

<sup>144</sup> Regulation of the Ministry Economic Development, Trade and Agriculture. URL: <https://zakon.rada.gov.ua/laws/show/459-2014-п#n1183>

<sup>145</sup> Stepan Kubiv presented the report on social and economic achievements of Ukraine in SDGs. URL: <https://www.me.gov.ua/News/Detail?lang=uk-UA&id=d3007e60-8aef-4fc1-ac03-61636d8bcc1f>

- the incompleteness of public administration reform, which leads to the lack of mechanisms for interdepartmental and sectoral collaboration in the interests of the SDGs;

- the lack of a strategy for implementing the SDGs and specific programs in each area;

- the confrontation between the "old" and "new" civil servants appointed or elected during the terms of the last four presidents;

- the confrontation between local authorities and state executive bodies related to the transfer of powers within the framework of the decentralization reform;

- the low level of efficiency of the state power in the conditions of noticeable corruption and insufficient efforts of the anti-corruption bodies;

- the formal approach to meeting SDG commitments;

- the imperfection of the national statistical system;

- the significant and overburdened scope of responsibilities of the Ministry of Economic Development, Trade and Agriculture, responsible for the implementation of the SDGs;

- the lack of a communication strategy that would popularize the SDGs both for the population and for employees of state and municipal authorities.

Thus, while implementing the Principles of Effective Public Administration in the Interests of Sustainable Development, Ukraine shows significant achievements in a number of areas, but several important strategies and principles of effective government are not implemented or partially implemented in unsatisfactory manner.

## Conclusion

Detailed analysis of experts of the implementation of Effective Governance Principles in Eastern Europe and Central Asia shows, that many of the problems and obstacles have common ground and may be dealt with by using similar tools and approaches. By breaking down the problems, which countries of the region face at the moment into a list of the principles it becomes easy to track the general set of obstacles, common to the region.

In the sphere of **competence**, the main issues, with which countries have to deal with, particularly, Armenia, Belarus, Kazakhstan, Kyrgyzstan and Ukraine, are vastly connected with inefficient human resources. In some cases, incapacity in supporting personnel and professional development from categories B to A in ministries and public authorities leads to confrontation between “old” and “new” civil servants. Arbitrariness in recruitment, inflated state apparatus, inadequate professionalism among civil servants, as well as lack of personnel database, which would certainly ensure a more effective civil service lead to ineffective level of competence among civil servants.

When it comes to **sound policymaking**, Azerbaijan, Georgia, Belarus, Kazakhstan, Tajikistan, Ukraine and Uzbekistan deal with low level of statistic information provision, as there is a strong lack of software for data analysis usage in these countries. Development of unified registers of information and databases which will be accessible to all public entities is crucial as well. This might also help to improve the capacity of collecting disaggregated data on gender and age, which is a problem at the moment.

Another principle, causing obstacles is **collaboration**. In particular, Belarus, Russia and Ukraine need an even higher coordination and dialogue between public authorities at all levels and in all functional areas, as collaboration structures are not fully formed, moreover, there is a lack of interdepartmental coordination and dialogue in the government.

It should also be mentioned, that experts indicate **subsidiarity** as a problematic principle for Armenia, Kazakhstan, Kyrgyzstan and Russia. In particular, effectiveness of local self-governance still depends on additional measures developed by the central bodies. The absence of a strong culture of downward accountability – critical to driving norms, standards and behavior for well-performing democratic institutions, reinforces institutional inefficiencies, promotes traditional, centrally-driven hierarchies.

These 4 principles are causing the biggest number of obstacles during their implementation amongst the majority of countries. However, each of the states faces their own challenges as well, caused by differences in organizing their public administration system, which is vastly influenced by local political culture and socio-economic differentiation. In the meantime, it is obvious, that almost all of the Eastern European and Central Asian governments are putting efforts for reaching SDGs, providing official information and data, while meeting with obstacles, which require international cooperation and support in both – experience and resources.