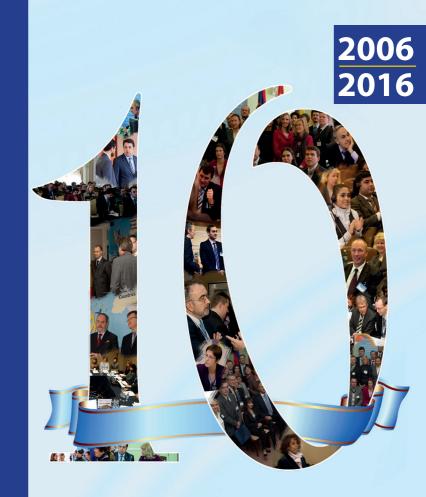
NATIONAL AGENCY OF UKRAINE ON CIVIL SERVICE



CENTER FOR ADAPTATION OF THE CIVIL SERVICE TO THE STANDARDS OF THE EUROPEAN UNION

TWINNING PROGRAMME ADMINISTRATION OFFICE







EUROPEAN INSTITUTION BUILDING OF UKRAINE

TWINNING

TAIEX

SIGMA





Kostiantyn VASHCHENKOHead of the National Agency of Ukraine on Civil Service

kraine has to go through the hard way to conduct important reforms towards European integration. For us European integration is not only the main focus of foreign policy, but also an important incentive for large-scale internal transformations.

European instruments discover new opportunities for Ukraine, offering a large number of ways of achieving the goals and commitments undertaken by Ukraine under the Association Agreement between the European Union and the European Atomic Energy Community and their Member States, of the one part, and Ukraine, of the other part.

The National Agency of Ukraine on Civil Service makes every effort to ensure the effective implementation of Twinning, TAIEX instruments and SIGMA programme in Ukraine.

Yours faithfully,

Kostiantyn VASHCHENKO

NATIONAL AGENCY OF UKRAINE ON CIVIL SERVICE







TWINNING PROGRAMME ADMINISTRATION OFFICE IN UKRAINE

PAO ROI F AND FUNCTIONS:

- o to inform government authorities about the possibilities to attract the EU technical assistance within the framework of the Twinning instrument;
- to provide support to Ukrainian government authorities in preparing Twinning project proposals and provides analysis and assessment of submitted project proposals, conduct consultation with the beneficiary administration;
- to provide support to the beneficiary and framework experts through comprehensive explanation of specific features of the Twinning and process of Twinning Fiche preparation;
- o to participate as observer in the selection process;
- O to assist in the preparation of the contract: two partners (MS and BC) are jointly responsible for drafting the contract. The approval of the contract is the responsibility of the EU Delegation to Ukraine. The role of the PAO envisages advising the partners when they prepare drafts to be submitted to the EC:
- o implementation of Twinning projects: the PAO is not involved in the contractual management of the project, but it can contribute to their success by facilitating the life of the projects in many ways, i. g. by removing barriers to their implementation where Ukrainian laws authorities are involved and closely monitoring them so as to play the role of mediator between the partners if it is deemed useful by them;
- O to supervise the project implementation, which includes a commitment to reporting and analytical activities;
- o coordinations of Twinning may provide participation in education and training for potential beneficiaries of Twinning projects as well as for those already participating in the implementation of these projects;
- o to accumulate and store information and files for each of the project.

According to the Decree of the President of Ukraine "The Issue on the Twinning Programme Implementation in Ukraine" as of 06.10.2005 No 1424 coordinator of preparation and implementation of Twinning programme in Ukraine is the National Agency of Ukraine on Civil Service.

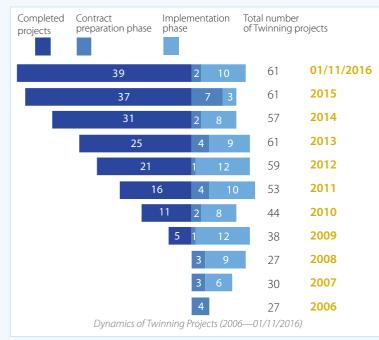
Order of the National Agency of Ukraine on Civil Service "On the Activities of the Twinning Programme Administration Office" as of 27.09.2013 No 169 functions of Twinning Programme Administration Office assigned to the Center for Adaptation of the Civil Service to the Standards of the European Union.

Twinning Programme
Administration Office is
created to inform government
authorities about the
possibilities to attract the EU
technical assistance within
the framework of Twinning
and TAIEX instruments
and to coordinate their
implementation.

To increase awareness of government authorities on institutional development instruments

Pogramme Administration Office organizes and conducts the following activities:

- annual meetings for beneficiary contact points of Twinning and TAIEX projects;
- meetings of Resident Twinning Advisors;
- o meetings of RTA Counterparts;
- meetings of Resident Twinning Advisors and their Counterparts;
- Annual Regional Conferences on Institution Building.



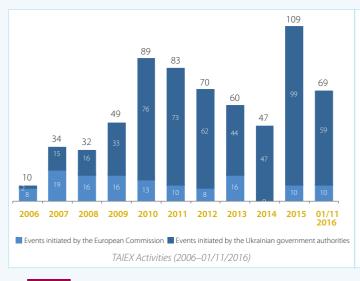


As of 01.11.2016, the Work Plan consists of 61 Twinning projects (39 are successfully completed, 10 projects are at the stage of implementation in the Twinning Pipeline and 12 projects are at the different stages of preparation).

45 government authorities are involved into cooperation in the framework of Twinning.

As of 01.11.2016, 699 TAIEX events were held, 131 of which were initiated by the European Commission and 568 events were initiated by Ukraine.

15225 representatives of Ukrainian government authorities participated in TAIEX events.





Annual Regional Conferences on Institution Building



Since 2007 the Annual Regional Conferences on Institution Building has been organized by the National Agency of Ukraine on Civil Service and Twinning Programme Administration Office in Ukraine.

The goal of conference is strengthening of cooperation between EaP countries, creation of professional network of civil servants in these countries in order to share experiences and best practices in the area of administrative and institutional reform through the use of institution building instruments.

ЩОРІЧНІ КОНФЕРЕНЦІЇ З ПИТАНЬ ІНСТИТУЦІЙНОЇ РОЗБУДОВИ — ПОТУЖНИЙ ІМПУЛЬС ДЛЯ ПОГЛИБЛЕННЯ СПІВРОБІТНИЦТВА МІЖ КРАЇНАМИ ІНІЦІАТИВИ ЄС «СХІДНЕ ПАРТНЕРСТВО»





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02-03/03/2006

International workshop «Twinning Current Issues in Ukraine»

During the workshop, which was held in Kyiv (Ukraine), the European Commission officially launched the Twinning instrument in Ukraine

Issues of institution building instrument Twinning implementation in Ukraine, including rules, procedures and practice of Twinning using in partner countries, were discussed during the event.

05/2006

Approval of the first Twinning Fiches

The first projects have been prepared on transport area (State Service of Ukraine for Aviation Safety) and electric power area (National Electricity Regulatory Commission of Ukraine).

Marco MAZZOCCHI-ALEMANNI

Head of Twinning Operations Unit of the EuropeAid Co-operation Office

"Twinning is the main instrument that was used in candidate countries of the European Union membership. I can admit, that 80 per cent of work on preparation relevant countries for EU membership was made through Twinning. So, first of all, this is an effective instrument, that confirmed its effectiveness in practice. And it is very symbolic that currently Ukraine starts to use it".

Bureaucrat: newsletter.— No 1-3(12-14). — 2006.



International workshop "Current Issues of Twinning in Ukraine"

19/07/2006

Administrative barriers to the Twinning projects implementation are cancelled

Resolution of the Cabinet of Ministers of Ukraine "Some Issues of Registration, Storage and Usage of Documents, Cases, Editions and Other Material Information Carriers that Contain Confidential Information Owned by the Government» has cancelled the action of Instruction on protection of government secrets and also other limited access information, which is the property of the government, during the reception of foreign delegations and individual groups of foreigners and working with them, that prevented from staying citizens of EU Member States, involved in the preparation and implementation of Twinning projects, staying in government authorities of Ukraine.

24/07/2006

Creating of the Twinning Programme Coordination Group

The Twinning Programme Coordination Group was created by the Order of the NAUCS and the Ministry of Economy No 265/249 in agreement with the European Commission, in order to consider issues related to the coordination of the preparation and implementation of Twinning, with the general process preparation of the EU technical assistance programmes.

The Working Group includes representatives of the Ministry of Economy, the Ministry of Foreign Affairs and the EU Delegation to Ukraine.

On 21/02/2005 special Cooperation Council adopted the Action Plan of the European Neighborhood Policy (Action Plan Ukraine-EU), according to which the traditional assistance instruments continued to work, but were offered new, such as the exchange of experience between civil servants within the framework of Institution Building Instrument Twinning and targeted consultations and exchange of information on EU legislation, national legislation and institutional / administrative practices within the framework of TAIEX instrument.

🌳 TAIEX O TAI

22/11/2006

Official implementation of TAIEX

During the training workshop, that was organized in joint cooperation with the Directorate General for Enlargement of the European Commission and the EU Delegation to Ukraine for the departments of central executive authorities of Ukraine, responsible for Twinning projects preparation and implementation issues, the official implementation of the institution building instrument TAIEX in Ukraine was held.

Official decision of the EU Council 206/62 / EC, adopted in February, 2006, created the legal basis for the expansion of the TAIEX instrument to ENP countries in order to assist partner countries to better understand the rules and standards of the EU

23-28/11/2006

First TAIEX workshops in Ukraine

On November 23, 27-28, 2006 workshops for the short-term TAIEX programme were held in Ukraine for the first time: "Package Waste Management in the EU and Ukraine" (Ministry of Natural Environment Protection of Ukraine) and "Implementation of the New Approach Directives in Ukraine" (State Committee of Ukraine on Technical Regulation and Consumer Policy).

09—12/2006

TAIEX workshops in Ukraine

During September — December, 2006, 10 TAIEX events took place in such areas:

- o civil aviation;
- o veterinary medicine;
- o environmental protection;
- o internal affairs;
- o intellectual property rights;
- o agrarian policy;
- o technical regulation.

🌳 SIGMA O SIG

05-10/04/2006

Evaluation of six public administration areas under SIGMA baselines in Ukraine was initiated

The Cabinet of Ministers of Ukraine adopted an Order "On the Signing of the Memorandum of Understanding between the Government of Ukraine, the UK Ministry of International Development, the Swedish International Development Agency and the Delegation of the European Commission to Ukraine, Moldova and Belarus Regarding the Evaluation of Public Administration in Ukraine on SIGMA Baselines" No 196-r and "On Creating the Coordination Council of Public Administration Assessment on SIGMA Baselines" No 186-r.

05/07/2006

Programme report was promulgated

Report of SIGMA programme regarding the evaluation of governance system in Ukraine was published in the international conference "Administrative Reform Strategy: SIGMA Recommendations to the Government of Ukraine", that was held on 05/07/2006.



The final report on the evaluation of public administration in Ukraine, that was conducted by SIGMA programme



By the Resolution of the Cabinet of Ministers of Ukraine No 154 the procedure of the preparation and implementation of Twinning projects in Ukraine was approved.

Standardized procedure for implementing of Twinning projects

07/02/2007

Activities carried out by Twinning Programme Administration Office for officials of government authorities on the effective implementation of Twinning institution building instrument, including the implementation of the Resolution of the Cabinet of Ministers of Ukraine "On Approval the Procedure of the Preparation and Implementation of Twinning Projects in Ukraine" as of 07/02/2007 No 154.

Methodically and training workshop on implementation of Twinning projects

24/04/2007

Training workshop

06/07/2007

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13/04/2007

Coordination of the institution building process was improved

By the Resolution of the Cabinet of Ministers of Ukraine No 625 the Head of the NAUCS has been put on deputies of Chairman of the Ukrainian part of the Committee on institution building instruments Twinning, TAIEX and SIGMA programme realization in Ukraine and Director of Twinning Programme Administration Office has been put on members of the Ukrainian part of the Committee.

05/03/2007

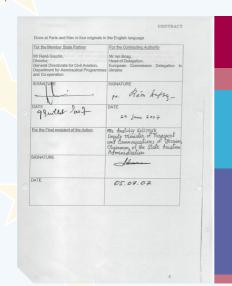
Signing of the first Twinning contract

The first Twinning contract in Ukraine is "NERC — Strengthening of Regulatory and Legal Component of the Energy Sector Regulation" (partners: National Electricity Regulatory Commission of Ukraine — Italy in consortium with Austria and the Czech Republic).

Also on 05/03/2007 Joint Declaration of the Twinning project "Harmonisation of the Legislation and Ensuring Their Implementation in the Aviation Sector" was signed (partners: State Aviation Administration — France in consortium with Poland).



Signing of the first Twinning contract



Twinning contract "Harmonization of the Legislation Procedures and Ensuring Their Implementation in the Aviation Sector"



Considering all achievements, Ukraine was invited by the European Commission to present its experience of using the Twinning instrument for implementing workshops on Twinning instrument issues in Moldova (24—25/10/2006), Armenia (27/11/2007) and Georgia (29—30/11/2007).

Presentation of Ukrainian experience

10-11/2007

Ukraine).
This decision was taken in view of the first experience among Tacis countries in establishing Twinning programme, signing the first Twinning contracts and beginning of practical implementation of the first Twinning projects in order to strengthen and develop cooperation between the mentioned countries, to

Ukraine initiated the holding of the Annual Conference of the Black Sea Region

Countries on Twinning instrument (Armenia, Azerbaijan, Georgia, Moldova and

beginning of practical implementation of the first Twinning projects in order to strengthen and develop cooperation between the mentioned countries, to exchange experience in the area of capacity building, to develop a common vision of best use of institution building instruments Twinning, TAIEX and SIGMA programme in the near future and development of proposals for European Commission and national governments on improving approaches and procedures for using instruments of institutional development.

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27/10/2007

Meeting of RTA's

Meeting of Resident Twinning Advisers (RTA) was held in Novhorod-Siverskiy. 17-18/12/2007

Annual conferences for institution development were launched

In 2007 the practical realization of the first six Twinning projects started:

- "NERC Strengthening of Regulatory and Legal Component of the Energy Sector Regulation" (National Electricity Regulatory Commission of Ukraine);
- "Harmonisation of the Legislation and Ensuring Their Implementation in the Aviation Sector" (State Aviation Administration);
- "Assistance in Implementing a New System of Internal Financial Control" (Main Control and Revision Office of Ukraine);
- "Strengthening of Standardisation, Market Surveillance, Metrology and Legal Metrology, Conformity Assessment and Consumers Policy in Ukraine" (State Committee of Ukraine for Technical Regulation and Consumer Policy);
- "Support for Ukraine in the Space Sphere" (State Space Agency of Ukraine);
- "Strengthening of Implementation of Competitive Legislation of Ukraine" (Antimonopoly Committee of Ukraine).



Annual Conference of the Black Sea Region Countries on Twinning instrument

26/04/2007

Government increased attention to the TAIEX

By the Regulation of the Cabinet of Ministers No 238-r the cooperation within the framework of the institutional development instrument TAIEX was approved among the measures for fulfillment the Ukraine-EU Action Plan in 2007.

Ukrainian beneficiaries initiated 14 TAIEX events in 2007.

Significantly increased an interest in TAIEX events

♦ TAIEX O TAI

During the Annual Meeting on Implementation of Twinning and TAIEX Institution Building Instruments, which took place on 31/05—01/06/2007, it was noted superiority of Ukraine among the ENP countries on implementation of Twinning and TAIEX. In particular, this applies to the number of Twinning projects in the Indicative List (27 projects at different stages) and the participation of Ukrainian beneficiary authorities representatives in TAIEX events (237 representatives).

"Sides agreed on the necessity to use new opportunities offered under the European Neighbourhood and Partnership Instrument, noting the positive dynamics in the implementation of Twinning and TAIEX institution building instruments. For this purpose, should be held a separate meeting to determine the measures to be taken for a complete use of the opportunities the European Neighbourhood and Partnership Instrument, the involvement of Ukraine to participate in the thematic programmes of the Community, and also obtaining information about the upcoming decentralization of the EU external assistance of the country".

Working conclusions of the ninth meeting of the Committee on cooperation between Ukraine and the EU, 31/01/2007

During 2007, 898 representatives of Ukrainian authorities became beneficiaries of 46 TAIEX events (both abroad and in Ukraine) in such areas:

- freedom, security and justice (12 events);
- internal market (16 events);
- transport, environment and energy (11 events);
- o agriculture and food safety (7 events).

🌳 SIGMA O SIG

26/11/2007

Possibility of SIGMA programme implementation was initiated

According to the European Commission Note No AIDCO/A6/OV/ft D(2007) 25128 for Ukraine and other countries, covered by the European Neighbourhood Policy, the possibility of using SIGMA programme to strengthening of the institutional framework and providing a platform for their economic development in 2008 was opened.

2007

Additional assessment of governance system in Ukraine

An additional assessment of six areas of governance under SIGMA baselines was held by SIGMA experts:

- planning and coordination of government policy;
- civil service;
- external audit;
- internal financial control;
- government expenditure management;
- o government procurement management.





Ukraine presented its experience in the use of the Twinning instrument in Egypt (participation in annual conference "Instruments of Capacity Building", 13—14/05/2008) and Morocco (participation in international conference on occasion of the closing of four Twinning projects, 13/06/2008).

Presentation of Ukrainian experience

_ 05—06/2008

Amendments in the Order of Work on Preparation and Implementation of Twinning Projects in Ukraine developed by the Cabinet of Ministers of Ukraine No 868.

Systematic approach to annual programming and regular project monitoring was introduced

01/10/2008



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15/08/2008

Opening of the EU project "Implementation of Twinning Operations in Ukraine" (ITO)

Training workshop "Implementation and Monitoring of Twinning

Projects"

28/02/2008

Technical assistance project funded by the European Commission within the framework of Tacis and aimed at support the capacity of Ukraine made the best use of the EU assistance, including instrument Twinning. Within the project, in particular, introduced the educational course «Twinning in English / Professional Skills", aimed to deepen linguistic and communication skills of civil servants for preparation for Twinning projects implementation. Closing of the project was held on 21/01/2008.

Resolution of the Cabinet of Ministers of Ukraine as of June 4. 2008 No 528 ruled to rename the Center for Support of the Civil Service Institutional Development into the Center for Adaptation of the Civil Service to the Standards of the European Union, and enhanced its competencies. The purpose of that change was to strengthen institutional reforms in the public sector, to improve the mechanism of applying institution building instruments of the European Union Twinning, TAIEX and SIGMA programme.



21/11/2008

Training workshop
"Improving the Quality
of Preparation and
Implementation of Twinning
Projects in Ukraine"

Methodical maintenance of projects implementation

With the support of the project TACIS «Implementing Twinning Operations in Ukraine", the practical guidance on the use of Twinning in Ukraine, Common Twinning Manual in Ukraine (approved by the Order of the NAUCS as of 01/07/2008 No 175), guidance on internal procedures for the Twinning Administration Office, management project on monitoring Twinning projects in Ukraine, practical recommendations for Twinning RTA's, Regulations on Monitoring the Twinning Projects Preparation in Ukraine (approved by the Order of the NAUCS as of 11/07/2008 No 191 and registered by Ministry of Justice No 907/15598) were developed.



Meeting of the Twinning Programme Coordination Group, 08/06/2008

Twinning projects achievements

O SIGMA O SIGM



Start of cooperation with SIGMA programme

During the Annual Conference of the Black Sea Region Countries on Twinning Istrument Issues, possibilities of cooperation with SIGMA programme were presented.

Bob BONVITT

Head of SIGMA programme

"Speaking about the role of SIGMA programme, the first thing is to help. And this is where we try to support national reform programmes. I really want to clearly the difference between SIGMA and other projects that are implemented through Twinning. We believe that this is work for beneficiary countries. Our main goal is to become friends, become people who can be contacted at any time when you need .. to help countries moving forward".

25-26/09/2008

- Speech on concerning the SIGMA opportunities (25—26/09/2008)
- According to the Resolution of the Cabinet of Ministers of Ukraine "On Procedure for the Participation the Central Executive Authorities in the Activities of International Organizations, Member of which is Ukraine" as of 13/09/2002 No 1371, the NAUCS is responsible central executive authority for the implementation of commitments, in particular financial, arising from Ukraine's membership in the OECD Public Governance Committee
- o Since 2008 the NAUCS has taken a part in this Committee as a permanent observer.

TAIEX in the spotlight of the Cabinet of Ministers and the Verkhovna Rada of Ukraine

07/02/2008

20/02/2008

♦ TAIEX O TAI

Chaired by Vice Prime Minister of Ukraine Hryhoriy Nemyria a government meeting on the use of European institution building instrument TAIEX in Ukraine with participation of deputy heads of government authorities responsible for European integration issues was held.

At the session of the Verkhovna Rada of Ukraine on Furopean integration issues considered the issues of using institution building instruments, including TAIEX.



Government meeting on the use of European institutional development instrument TAIEX in Ukraine

During 2008, 362 representatives of Ukrainian government authorities became beneficiaries of 30 TAIEX events (both abroad

- o freedom, security and justice (5 events);
- energy (7 events);
- o agriculture and food safety

During the Annual Meeting on Implementation of Twinning and TAIEX Institution Building Instruments, which took place on May, 2008 in Brussels, by Directorate General for Enlargement of European Commission was noted the superiority of Ukraine on the number of Ukrainian participants in TAIEX events, the second place on the number of initiated events and also the second place on the number of events, which were held in beneficiary country.

09/04/2008

Usage of TAIEX was standardized

By the Resolution of the Cabinet of Ministers of Ukraine No 316 the Procedure of Preparation and Realization of the Action Plan on Involvement of External Assistance of the European Commission within the framework of TAIEX were approved. The mentioned Act introduced a system of coordination, programming and relevance monitoring of the implementation of the institution building instrument TAIEX.

The number of TAIEX events initiated and conducted by Ukraine increased

on 13 per cent comparing with 2007.



Bureaucrat: a newsletter. — No 13—14 (66—67). — 2008.



Action Plan for the II half of 2008 was approved 18/07/2008

Workshop on the issues of the Plan implementation

25/07/2008

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04-06/2008

Preparation of the Action Plan for the II half of 2008

On 09/04 and 06/06/2008 with the participation of officials of the Delegation of the European Commission to Ukraine and experts of the Ukrainian-European Policy and Legal Advice Centre (UEPLAC) were held two workshops on the use of TAIEX, during which was explained the Procedure and were provided Practical recommendations on preparing of the proposals to the Action Plan on Involvement of External Assistance of the European Commission within the framework of TAIFX on the II half of 2008



Training workshop on the use of TAIEX, 06/06/2008, Kviv

166 proposals from 46 government authorities were included to the Action Plan on Involvement of External Assistance of the European Commission within the framework of TAIFX on the II half of 2008.

The quality of preparation of TAIEX application forms, that were prepared by government authorities, was considered

Achievements of TAIEX events

In 2008, Ukraine has once again become a leader among the countries to which the European Commission extends the European Neighbourhood Policy, on the number of classic Twinning projects under implementation, including completed.

Workshop "Supporting Twinning Implementation in Ukraine: Proper Initiation and Preparation of Twinning Projects".

11/02/2009

During the Annual Meeting on the Institution building instruments "Institutional Days", that took place in the Brussels, Belgium, were highlighted major achievements and problems, that are arising during the implementation of Twinning projects in Ukraine.

Presentation of Ukrainian experience

11—12/06/2009



Presentation of Ukrainian experience during the Annual Meeting on the Institution building instr<mark>um</mark>ents

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Participants of the working group on preparing the logical framework of the Twinning project during the seminar "Supporting Twinning Implementation in Ukraine: Proper Initiation and Preparation of Twinning Projects», 11/02/2009

09/07/2009

Workshop
"Enhancing Quality
of Use of the
Institution Building
Instrument Twinning
in Ukraine: Status
and Prospects"

14—16/10/2009

Workshop "Strengthening Institutions That Implement the Projects"

The event was held in joint cooperation with the Committee for European Integration of Poland with the assistance of the Coordination Bureau on European and Euro-Atlantic Integration and Tacis project "Implementation of Twinning Instrument in Ukraine".

"Officials' offices could be called the "heart" of the European integration: they prepare laws, allocate resources, monitor implementation of decisions there. If ever Ukraine will join the European Union, officials will manage billions of EuropeAid co-operation. And Europeans' philosophy is simple: change the efficiency of civil services and you will change the effectiveness of the country...

Twinning does not invent new problems. European officials come and advise how to solve the problem, which entered a strategic development plan of the government authority".

Tuz, Iryna. EU helps Ukraine to reform the bureaucracy // Radio Svoboda. — 20/04/2009.

Twinning Programme achievements

Under the project for NERC was developed a draft Law of Ukraine "On the National Electricity Regulatory Commission", which takes into account the best European practices of independent regulators and domestic experience in the energy sector, implemented methods of monitoring power quality and adequate pricing mechanism for electricity, that would take into account the social protection. Successful implementation of this project contributed to the initiation of the second Twinning project in the regulation of the gas sector.

The experts' recommendations for the project of the MainCRO reflected in the approved in March 2009 Strategy of the State Control and Revision Service Development till 2015 and Action Plan of Ensuring and Improving Quality of Control and Revision Work.

As a result of the event, that was conducted with the participation of representatives of the Director General for Enlargement at the European Commission, the mechanism of consideration by the European side the TAIEX applications from the government authorities of Ukraine was reviewed.

Workshop on the implementation of TAIEX

03/02/2009



Seminar on the status of engaging external aid of the European Commission within the framework of TAIEX instrument in 2008 and the perspective for 2009

During 2009, 47 TAIEX events took place with the participation of 827 representatives of the government authorities, including 31 event that were initiated by Ukraine, 16 events that were initiated by the European Commission, in particular in the areas

- o freedom, security and justice (7);
- o domestic market (24);
- o transport, environment and energy (10);
- o agriculture and food safety (6).

Ukraine recognized as a leader among the countries to which the European Commission extends the European Neighbourhood Policy, on the number of participants in TAIEX events (during 2006-2008, 1397 civil servants in Ukraine took part in 88 TAIEX events).

♦ TAIEX ♥ TAIEX ○ TAI

29/05/2009

Seminar on study of the sources of the EU legislation

Contact persons for the use of TAIEX in the central executive authorities, heads of personnel departments of regional, Kyiv and Sevastopol city government administrations took part in the seminar on the use of TAIEX instrument of government authorities of Ukraine regarding study of the sources of the EU legislation (aguis communautaire).



Workshop on study of the sources of the EU legislation (acquis communautaire), 29/05/2009

06/07/2009

Action Plan on Involvement of External Assistance of the European Commission within the framework of TAIEX on the II half of 2009 was approved

22-29/07/2009

Individual consultations

The procedure of the filling in TAIEX application forms and the procedure of organization of TAIEX events were explained to the representatives of the working groups of government authorities...

Achievements of TAIEX events

19—23/01/2009 in the State Forestry Committee of Ukraine was held the TAIEX expert mission "Features of National Forest Inventory". Experts from the EU Member States presented the experience of the national forest inventory in the EU countries, Russia and North America, clearly outlining the advantages and disadvantages of various models of national forest inventories. Recommendations for the initial phase of the deployment of the national forest inventory were provided to the Ukrainian side.

02—03/02/2009 at the National Agency for Energy Efficiency and Energy Saving of Ukraine was held seminar "Promoting Energy Efficiency and Energy Saving Among the Population and Enterprises", in which was considered popularization of energy efficiency and conservation in the population and enterprises, was presented experiences energy saving in the EU Member States. Also the development of highly efficient technologies and implementing research and technology projects in the field of energy efficiency was discussed.

EASTERN PARTNERSHIP

07/05/2009 during the summit that took place in the Prague (Czech Republic), the EU Member States and representatives of the Republic of Armenia, Republic of Azerbaijan, Republic of Belarus, Georgia, Republic of Moldova and Ukraine decided to launch the EU initiative "Eastern Partnership" in order to implement political association and economic integration between the EU and its Eastern partners

The aim of the mission was an assessment of the current status of legislation in the area of government procurement, discussions and agreement to provide expert assistance to Ukraine in government procurement reforming. Experts held meetings with representatives of the Ministry of Economy, the Secretariat of the Cabinet of Ministers of Ukraine, the World Bank and the Delegation of the European Commission to Ukraine.

SIGMA Expert Mission

27-30/04/2009

In joint cooperation with the Delegation of the European Union to Ukraine were held consultations with the leadership of the SIGMA programme on possibilities identify needs in supporting reforms in public financial management with the use of so-called sectoral approach (sector-wide approach) and the involvement of this assessment the State Treasury, the Accounting Chamber and the Main Control and Revision Office. The first mission of SIGMA experts on assess the public financial management was held on 16—18/12/2009.

Evaluation of public financial management

06/2009

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26/03/2009

Roundtable with SIGMA experts on corruption prevention

The draft Law of Ukraine "On Integrity of Persons Authorized to Perform the Functions of State or Local Governments" was discussed. 05-06/2009

Expertise of the draft law on preventing conflict of interests

SIGMA experts examined the draft Law of Ukraine "On Conflicts of Interest of Public Officials" (reg. No 4420).





Roundtable on discussion of the draft Law of Ukraine "On Integrity of Persons Authorized to Perform the Functions of State or Local Governments", that was organized in joint cooperation with the Council of Europe, 26/03/2009, Kyiv

Julio NABAIS

Senior Expert of SIGMA programme

"Of course, combating corruption is a very broad question. This requires a series of sequential steps, and, of course, this is not a task for a single institution...

Fighting corruption starts with the tolerance of society. That is when the public perceives minor corruption, it will remain indifferent to massive abuse".

Ukrainian-European negotiations on identifying priorities of cooperation between Ukraine and the EU within the framework of the National Indicative Programme for 2011—2013, including the Annual Action Plan for 2011 within the framework of the mission of representatives of the Directorate General of the European Commission "EuroHelp".

In 2010, Ukraine has once again become a leader on the number of classic Twinning projects under implementation, including completed, among the countries to which the European Commission extends the European Neighbourhood Policy.

For the first time an information event for representatives of the embassies of the EU Member States was conducted in Ukraine. Terms of Reference of the Twinning project "Supporting Development of the Civil Service in Ukraine" was presented during event.

The draft in the civil service sphere was presented

14/12/2010



03/08/2010

TWINNING TWINNING TWINNING OTWINNING OTWINNING OTWINNING OTWINNING OTWINNING OTWINNING OTWINNING OTWINNING OTWINNING

Experts of the Ministry of Foreign Affairs and Finance of Poland presented their experience and their own vision of how to improve the work with Twinning.

09/09/2010 10/09/2010

Seminar "Practical Ouestions Ukrainian-Polish seminar on decentraof Twinning Implementation lized management model of the external in Poland and Ukraine" assistance of the European Union

16/02/2010

Workshop on Programming the Twinning

Workshop "Twinning Programming in 2010: Principles, Priorities and Procedures" was conducted for representatives of the government authorities, that are responsible for implementing the EU-Ukraine Association Agenda.



Workshop "Twinning Programming in 2010: Principles, Priorities and Procedures", 16/02/2010

Twinning Programme achievements

During 2010, 2749 civil servants of Ukraine took part in 92 events TAIEX (of which 76 were initiated by Ukraine).

The first TAIEX seminar at the regional level (Ivano-Frankivsk)

Лютий 2010

The event "Management of the Crisis Phenomena in the Food Sector" devoted the role and tasks of the key government authorities and the European Rapid Alert System for Food an Feed.

The first TAIEX seminar for the Eastern Partnership countries

28-29/04/2010



Representatives of beneficiaries presented their experience of the cooperation with TAIEX and provided suggestions for improving its implementation. During the event the mechanism of regulating the use of TAIEX instrument at the legislative level was reviewed.

Meeting on the attracting of TAIEX

27/10/2010

TAIEX O TAIEX

22-25/03/2010

Practical seminars

For contact persons were organized seminars on the use of the mechanism of the EU institutional development instrument of TAIEX (aguis communautaire).

Ukraine has once again become a leader among the countries to which the European Commission extends the European Neighbourhood Policy on the number of TAIEX events and personnel of the government authorities that were involved in the participation.



In 2010, Information database of TAIEX was developed and implemented

19-20/07/2010

TAIEX seminar on prevention of corruption and conflict of interest in civil service

Achievements of TAIEX events

25/01/2016 Seminar "Procedure of the Setting up and Reorganization of Joint Stock Companies, the Issuance of Securities during the Reorganization", that was organized by the State Commission for Securities and Stock Market, contributed to the formation of complete and holistic understanding of the process of reorganization of joint stock companies in the EU countries.

15—16/11/2010 Seminar "Evaluation and Reassessment of the Safety Surface Storage Facilities for Radioactive Waste" was organized by the State Nuclear Regulation Committee of Ukraine within the framework of the National Target Environmental Program of Radioactive Waste Management.

14—18/06/2010 Among the results of the study visit "Exchange and Learning Experience of EU Member States to Introduce Economic Incentives Efficiency of Energy Resources, the Use of Alternative and Renewable Energy Sources" updating of the Action Plan between the National Agency for Energy Efficiency and Energy Saving of Ukraine and the Austrian Energy Agency.

The aim of the mission was the evaluation of governance in the area of government finance, including fiscal policy, financial management and control, internal and external audit.

Report on the results of assessment was received on 26/08/2010.

Expert mission

06-09/04/2010

Meeting under the expert mission with the Head of the SIGMA Programme Boo Bonwitt, 18/06/2010



During the meeting the Head of the SIGMA Programme Bob Bonwitt and expert Julio Nabais with representatives of central executive authorities of Ukraine defined the main directions of cooperation with SIGMA programme for 2010—2011.

Meetings with experts

18/06 та 06/07/2010



The draft report of SIGMA programme in the areas of government financial management, internal control and external audit was discussed.

Roundtable on discussion of the draft report

26/07/2010

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11—14/05/2010

Expert mission

Mission of expert Peder Blomberg and adviser of law George Kazan in order to provide recommendations for the revision of the Law of Ukraine "On Government Procurement".

26/05-01/06/2010

International events

SIGMA experts took part in the Fourth International Seminar on Internal Audit PEM PAL (Yalta), that was dedicated to the problem of domestic audit in the framework of reform of the government internal financial control system as well as a roundtable with representatives of the Central Harmonization Units of Ukraine was held.

21/09/2010

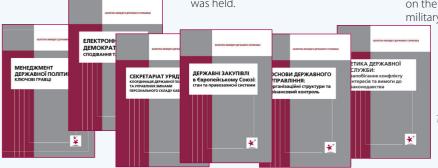
Examination of projects

Comments on the draft law "On Administrative Services" and "On Administrative Procedural Code" were provided.

19/10/2010

Expert mission

The aim of the mission was to evaluate the legislation of Ukraine in the area of government procurement on the procurement of goods and services of the military-industrial complex.



As part of the series "Young Civil Servant Library", the translation of recommendations of SIGMA programme on decentralization of government administration, financial audit of the management of the budget, professional ethics of civil servants was provided. These manuals complement the 4 translations as of 2008 on the coordination of civil policies and the process of its formation, separation of political and administrative posts, e-government, European integration and government procurement.

Twinning Programme achievements



The event within Twinning project "Support to the development and improvement of civil servants training system in Ukraine" was held.

The final discussion of the draft Conception of the Reform Strategy of Training, Retraining and **Advanced Training of Civil Servants in Ukraine**

20/09/2011

● TWINNING ○ TWINNING

04/2011

Monitoring mission

Independent experts, that were selected by the European Commission, conducted a comprehensive assessment in the civil service sphere of the effective implementation of the Twinning instrument in the areas: trade and industry; justice and home affairs; financial system.

Activities within the framework of Twinning:

- meeting of the Working Group on coordination of instrument implementation (06/06/2011);
- o 9 meetings on selecting the proposals from EU Member States for further cooperation;
- o 8 monitoring missions in the authorities of the beneficiary projects;
- participation in the meetings of the Steering Committees of Twinning projects (25 events);
- official opening and closing of Twinning projects (10 projects).

05/09/2011

Discussion of project preparation



The meeting is dedicated to the preparation of Twinning contract "Support to the Civil Service Development in Ukraine", beneficiary of which is the NAUCS

Practical seminar "Stages of Preparation and **Implementation of Twinning** Projects in Ukraine"



26/12/2011

Closing of the Twinning project, 24/06/2011

Information booklet on institution building



HANS RHEIN

First Secretary of the European Commission

"We are currently analyzing the situation in Ukraine and really see significant progress".

The third meeting of the Steering Committee of the international technical assistance projects Twinning "Support to the Strengthening of Road Freight and Passengers Transport in Ukraine". 21/07/2009



Lesia SHAFRANSKA

representative of the State Agency of Land Resources of Ukraine

"To participate in the seminar, except specialists of the central office of the SALR, we invited representatives of regional administrations, NGOs, scientists and graduate students. The participants used the opportunity to voice the issues that concern them, the landowners and land users locally, and to get answers from European experts. Another achievement of the seminar can be considered a revision of the draft Law of Ukraine "On Land Market" [approved in the first reading on 09/12/2011]".

Bureaucrat: a newsletter.— No 19—20 (144—145). — 2011.

for professional associations was discussed

11/04/2011

Involvement TAIEX The database of self-governing professional associations was formed and the seminar on engaging external aid of the European Commission within the framework of TAIEX was organized.

Representatives of the newly established central executive authorities of Ukraine were acquainted with the opportunities to engage TAIEX instrument.

Practical seminars

17-20/10/2011

● TAIEX ● TAIEX ○ TAI

25/02/2011

Seminar on TAIEX involvement at the regional level

Civil servants of the Autonomous Republic of Crimea and Sevastopol were acquainted with the instruments of the international technical assistance and cooperation Twinning and TAIEX, possibilities of their use in regions.

As a result of the event, the region attracted TAIEX instrument and organized seminar "Studying the Experience of European Countries for the Development Tourism in Coastal Areas" on 14—15/11/2011.



TAIEX seminar "Reforming the System of Social Services for the Population" 06—07/10/2011, Poltava

● SIGMA ○ SIGMA ● SIGMA ○ SIG

SIGMA Expert Mission

Research in the area of needs assessment and developing proposals to strengthening the capacity of executive power in connection with the implementation of the Association Agreement between Ukraine and the European Union was held.



07/11/2011

Comments to the draft law

Comments from SIGMA experts on the draft Law of Ukraine "On Civil Service" were received.

04/11/2011

Final report

The final report of the SIGMA experts "Assessment of the Management System of the government finance of Ukraine" on the results of the mission in 2010 was received.

Twinning Projects Achievements

Workshop "Implementation of Twinning in Ukraine: Features, Stages of Project Preparation, Practical Aspects of the Project Implementation in Ukraine aimed at Improving Cooperation between Partners of the Ukrainian Side and Representatives of the EU Member States. During the event, the practical training in working groups regarding preparation of proposals for involving assistance within the framework of Twinning instrument was conducted.

Workshop for Contact Points

20/03/2012



Interdepartmental Order of the National Agency of Ukraine on the Civil Service and the Ministry of Economic Development and Trade of Ukraine No 120/702 established the Working Group for the Coordination of Twinning Instrument Implementation (Coordination Group).

Formation of **Coordination Group**

15/06/2012



Meeting of the Resident Twinning Advisers

04/12/2012

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23/03/2012

Official kick-off meeting of the project "Support to the Civil Service Development in Ukraine"

The project is aimed at strengthening institutional capacity of NAUCS in public administration reform

28/03/2012

Establishing the procedure on residency of foreigners in Ukraine

The Procedure of Registration, Producing and Issuing a Temporary Residence Permit to Foreigners who Arrived in Ukraine for Temporary Residence" was approved by the Resolution of the Cabinet of Ministers of Ukraine No 251

10/07/2012

Meeting of the **Resident Twinning Adviser Counterparts**



During the year the following activities were conducted:

- o 7 kick-off meetings and 3 closure conferences of the Twinning Proiects:
- o 38 meetings with framework experts;
- o 2 selection meetings of the partners for Twinning project from the EU Member States;
- o 30 Steering Committee meetings; o 2 meetings with the experts on minitoring and evaluation of the Twinning projects;
 - o 6 monitoring missions for the Twinning projectsmplementation;
 - o 84 meetings with representatives of beneficiaries and foreign experts.

Iryna BERNSTEIN

Resident Twinning Adviser for State Statistics Service of Ukraine

"Cooperation within the framework of Twinning can be described as a unique opportunity to provide exchange of ideas, experience and knowledge".

Bureaucrat: a newsletter. — No. 4—6 (149—151). — 2012.

Achievements of TAIEX events



Coverage of the use of TAIEX instrument in the Journal of the National Agency of Ukraine on Civil Service "Bulletin of Civil Service"

In 2012, Ukraine was a leader among the European Neighbourhood Policy countries on the number of civil servants that took part in TAIEX activities.

During 2012, 70 TAIEX events were held (with the participation of 1320 representatives of government authorities), including 62 events initiated by Ukraine.

● TAIEX ○ TAIEX ○ TAIEX ○ TAIEX ○ TAIEX ● TAIEX ○ TAI

17/04—25/06/2012 26/10/2012

Individual consultations

Representatives of Work Groups of government authorities discussed preparation of proposals to draft Engagement Plan of external assistance of the European Commission within the framework of TAIEX

Workshop "Informational and Communication Technologies in Building of the Efficient Staff Management System in the Civil Service"

The event gave the opportunity to gain experience of the EU Member States to improve the efficiency of government authorities staff through the use of modern information and communication technologies in their daily work.





Experts provided comments on the draft Administratively-procedural Code and the draft Law "On Administrative Services", general political assessment of orientation of laws and their compliance to the European practice and standards in this area.

Comments on administrative reform

25/12/2012

The Head of NAUCS with senior adviser of the SIGMA Programme Julio Nabayish discussed issues of implementation of Administrative Reform and Civil Service Reform in Ukraine, innovations of the Law of Ukraine "On Civil Service".

Meeting with the experts 22/03/2012



Workshop "The New Law "On Civil Service": achievements and challenges to be overcome" was a continuation of the dialogue with SIGMA Programme on preparation for the implementation of the new Law of Ukraine "On Civil Service" (on 17/11/2011 No 4050-VI, repealed under the new edition of the Law No 889 of 31/12/2015-VIII).

Workshop on Public Administration Reform

30/05/2012

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13/02/2012

Expert opinion on the system of coordination of European integration

Experts presented possible options for improving the system of coordination of European integration Policy of Ukraine within framework of the Resolution of the Cabinet of Ministers of Ukraine "Some Issues of Institutional Reform in the Implementation of the Future Association Agreement between Ukraine and the European Union".



Coverage of the issue of European integration on the oficial web-site of the Center for Adaptation of the Civil Service to the Standards of the European Union



Twinning Programme achievements

Promotional video having been created within the framework of the Twinning Project "Contribution to Improvement of the System of Public Order Protection by the Interior Troops of the Ministry of Internal Affairs of Ukraine (ITU)" (beneficiary — Interior Troops of the Ministry of Internal Affairs of Ukraine), was nominated for award by the Directorate General for Europe Aid Development and Cooperation of the European Commission in the category "Communications". This promotional video clearly displays the results of the Twinning project regarding improvement of public order protection in Ukraine.

During the workshop,
"Opportunities of External
Assistance Involvement
in the Context of
Implementation of the
Policy in the Area of
European Integration and
Euro-Atlantic cooperation"
the issue of Twinning
and TAIEX instruments
involvement was
considered

Workshop for the

Focal points

11/04/2013

Meeting of the Resident Twinning adviser

23/04/2013

During the meeting of the Twinning Programme Coordination Group (TPCG) new Twinning project proposals were considered.

Head of the Department of the European Union Delegation to Ukraine Andrew Rasbash underlined the importance of institution building instruments implementation within the framework of preparation for the signature of the future Association Agreement between Ukraine and the FU.

Meeting of the Twinning Programme Coordination Group

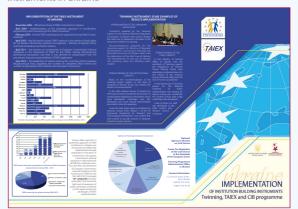
17/06/2013



During 2013 24 Stering Committee meetings of the Twinning projects were conducted.

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Information materials on implementation of the institution building instruments in Ukraine



27/06/2013

Meeting of the Resident Twinning Advisers and their Counterparts from the beneficiary government authority 18/09/2013

Meeting with the monitoring expert

With the expert from the European Commission, who visited Ukraine to assess the implementation of Twinning projects under the European Neighbourhood and Partnership Instrument, peculiarities of Twinning projects implementation in Ukraine were discussed, furthermore, the state of Twinning project implementation for the Ministry of Education and Science of Ukraine "Modernisation of Legislative Standards and Principles of Education and Training in Line with EU-Policy of Lifelong Learning" was reviewed.

In 2013 within the framework of TAIEX

65 events (49 with Ukraine initiative) were conducted, 1425 representatives of

TAIEX on the regional level

In 2013, 24 local state administrations took part in 32TAIEX events:

- 20 regional administrations (Volyn, Donetsk, Dnipropetrovsk, Zakarpattia, Zaporizhia, Ivano-Frankivsk, Luhansk, Lutsk, Lviv, Mykolaiiv, Odesa, Poltava, Sumy, Ternopil, Kharkiv, Kherson, Khmelnytsky, Cherkasy, Chernihiv):
- o 4 district administrations (Borodyansk, Nijyn, Nikopol, Troitsk);
- o Ministry of Agrarian Policy of the Autonomous Republic of Crimea.

The meeting with the Senior Advisor on Public Finance Management of SIGMA Programme Yup Vroylik aimed at discussion the issue of future cooperation with SIGMA Programme for 2013-2014 took place.

Discussed future cooperation

29/05/2013

09—12/09/2013

Cooperation with SIGMA Programme was enhanced

06/02/2013

Resolution of the Cabinet of Ministers of Ukraine No 132-r "On Approval of the Action Plan on Deepening Cooperation between Ukraine and the Organization of Economic Cooperation and Development for 2013-2016" foresees realization of the objective regarding implementation of cooperation within the framework of SIGMA programme.

Evaluating the effectiveness of the Programme in Ukraine

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The expert mission on carrying out analysis of the SIGMA Programme in Ukraine.



Achievements of TAIEX events

Mission of the SIGMA Programme Expert on Public Procurement Daniel Ivarsson regarding organization of the International Conference on Public Procurement on 24/01/2014 was conducted

Expert mission

16—18/12/2013

07-08/11/2013

The experience of SIGMA was presented

Within the framework of the Seventh Annual Regional Conference on Institution Building the Senior Advisor on Public Finance Management of SIGMA Programme Yup Vroylik presented the experience of the SIGMA Programme in the EU initiative "Eastern Partnership" countries.

The event was conducted under support on the Working Group (Panel) on Public Administration Reform of the Thematic platform No 1 "Democracy, Good Governance and Stability" within the framework of the EU initiative "Eastern Partnership".





In 2014, 43 Twinning Project Proposals were received from 27 government authorities, that underlines the growth of their interest in attracting instrument (in 2013, 29 Twinning Project Proposals).

15/10/2014

Meeting of the Twinning Programme Coordination Group

During the meeting of the Twinning Programme Coordination Group proposals of government authorities for implementation of the new projects were considered as well as general status of the instrument was discussed. As the results of the meeting 10 new Twinning projects were included to the Work Plan.

In 2014 within the framework of Twinning Programme Implementation 59 events were conducted:

- o 30 Steering Committee Meetings
- o 11 counseling meetings with the representatives of beneficiaries and foreign experts;
- o 3 kick-off meetings and 5 closure conferences of the Twinning Projects
- 1 selection meeting of the partners for Twinning project proposals from the EU Member States
- o 2 monitoring missions for the Twinning projects implementation.

In 2014 within the framework of TAIEX implementation:

- 113 application forms were submitted for consideration to the European Commission, 69 of them were approved;
- o conducted 12 workshops, 27 study visits to EU member states and 8 expert missions to Ukraine:
- o 1004 representatives of government authorities took part in 47 TAIEX events.

During the working meeting the Sector Manager on Public Administration Reform of the EU Delegation to Ukraine Volodymyr Kondrachuk discussed ways of improvement of effectiveness of Twinning and TAIEX instruments implementation in Ukraine as well as the issue of civil service reform.

Working Meeting

21/05/2014



19/12/2014

Closure conference of the Twinning Project for NAUCS

During the realization of the Twinning Project "Support to Civil Service Development in Ukraine" a series of activities on civil service development were conducted. In particular, recommendations of the European experts were considered during the development of legislation on civil service and service in the local selfgovernment authorities as well as during formation of a new Human Resources management system in the civil service. Particular attention of the Project was given to the issue of increasing the institutional capacity of NAUCS through developing medium-term plan of institutional development.

The project was implemented from February, 2012 by the National School of Public Administration (Poland, KSAP) and the National School of Government (United Kingdom of Great Britain and Northern Ireland in Ukraine) (NSG).



The meeting of representatives of the NAUCS with the Senior Advisor of the SIGMA Programme on Public Finance and Audit Joop Vrolijk was held.

Working Meeting

17/04/2014

Within the framework of Memorandum of Understanding between the Government of Ukraine and the Organization of Economic Cooperation and Development on Deepening Cooperation, experts of SIGMA developed the draft SIGMA Work Programme in Ukraine for July 2015 — December 2016.

Proposals concerning such areas as regulatory reform, State budget management, development and harmonization of the public policy, public administration reform, providing services to enterprises and citizens, territorial management and regional development, justice institutions, public procurement.

Priorities of cooperation were agreed

24/07/2014

In 2014 NAUCS took part in SIGMA Programme comparative research "Professionalization of the Civil Service in Armenia, Azerbaijan, Georgia, Moldova and Ukraine" by filling in an appropriate questionnaire.

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25-26/06/2014

Determining the potential assistance to Ukraine

SIGMA programme expert mission to Ukraine aimed at determining potential assistance to Ukraine in carrying out major reforms in public administration.

20/08/2014

Support for Public Administration Reform

The Head of the NAUCS Kostiantyn Vashchenko conducted the meeting with the representative of the EU Support Group for Ukraine in establishing of institutional mechanism of coordination and development of programme on implementation of the Association Agreement between the EU and Ukraine (hereinafter - the AA), former Director-General for Education and Culture of the European Commission Jan Truszczynski.

During the meeting the issues regarding the quality of civil service in general as well as the concept of the civil service reform within a context of the national idea of Ukraine concerning European integration were considered.

Representatives of the EU Delegation to Ukraine suggested the assistance to NAUCS in activation of activity of SIGMA programme experts in the area of public administration reform.

14—17/10/2014 09—11/12/2014

Discussion of Civil Service Legislation

The draft Law of Ukraine "On Civil Service" was discussed with SIGMA experts.
Former Director of Federal Academy of Public Administration of the Federal Republic of Germany Anke Freibert, former Minister of

Interior Affairs, Minister of Public Administration of the Republic of Slovenia Gregor Virant, senior advisor of the SIGMA programme responsible for public administration and civil service issues Wojciech Zielinski, EU Support Group for Ukraine experts Mary Bogata, Oleksandra Yanovska, Frank Poll, EU expert on Civil Servise management Bayba Petersone and representatives of Presidential Administration of Ukraine and the EU Delegation took part in discussions.







In 2015 within the framework of Twinning Programme Implementation 52 events were conducted:

- o 25 Steering Committee Meetings
- o 10 counseling meetings
- with the representatives of beneficiaries and foreign experts;
- o 1 kick-off and 4 closure conferences of the Twinning Projects;
- 6 selection meetings of the partners for Twinning project proposals from the EU Member States;
- o 2 monitoring missions for the Twinning projects implementation.



During the event the First Counsellor, Head of Section "Economic Cooperation, Social and Regional Development" Juana MERA CABELLO thanked for fruitful cooperation of the NAUCS with the EU Delegation to Ukraine and outlined future priorities for selection of the beneficiary proposals for 2016—2017.

Meeting of the Twinning Programme Coordination Group

18/08/2016

Pablo Ródenas SANTOS

Resident Twinning Advisor of the Twinning Project for Intellectual Property Service of Ukraine

"Being an instrument of cooperation between beneficiary administrations and the EU Member State the Twinning project creates conditions for direct communication between partners of the project ...

Framework experts provide consultations on the issues related to adaptation of the national legislation to the acquis communautaire, as far as their country was at the similar way to the European integration".

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38 Twinning Project Proposals were received from 29 government authorities.

24/04/2015

Workshop on implementation of the institution building instruments Twinning and TAIEX

The workshop for representatives of the Ministry of Youth and Sport of Ukraine aimed at raising awareness of the opportunities of institution building instruments Twinning and TAIEX involvement, introduction of the mechanisms and procedures for their implementation.





Workshop on implementation of the institution building instruments Twinning and TAIEX, 24/04/2015

01-02/10/2015

The mechanism of Twinning implementation was updated

During "Institution Building Days — 2015", which was held in Brussels (the Kingdom of Belgium) the Directorate General of the European Commission for Neighbourhood and Enlargement Negotiations presented the Package on innovative approaches to Twinning instrument implementation.

Presented changes were aimed at simplification of the Twinning preparation procedure, in particular the reduction of time.

25/06/2015

Discussion of the information campaign on civil service reform in the framework of TAIEX

During the TAIEX workshop "Sharing best practices, and assistance in the framework of an information campaign on clarification of the provisions of the Law on Civil Service (new edition)" discussed the communication strategy for presentation of the new edition of the Law to civil servants and the public.

International experts Ehtel Haliste and Anneli Kimber focused on the needs to inform the public during the conducting of structural reforms in the country and the importance of the development of the communication strategy, providing EU experience, particularly the experience of the Republic of Estonia in this area.

During 2015 in the framework of TAIEX implementation:

- o submitted for review to the European Commission 113 application forms, 73 of them were approved
- o conducted 39 workshops, 27 study visits to EU member states and 43 expert missions to Ukraine.
- o 2412 representatives of government authorities took part in 109 TAIEX events.

Program experts took part in the round table "Of civil service and to ensuring citizens' rights to Professionalization of civil service under discussion new draft Law of Ukraine "On Civil Service" that took place at the Committee Verkhovna Rada of Ukraine on State Construction, Regional Policy and Local Government.

Harmonization of the priorities of Public Administration Reform

23/02/2015



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Round table in the Committee of the Verkhovna Rada of Ukraine on the draft Law on civil service, 23/02/2015

In 2015 in the framework of cooperation with OECD research "View on the Government 2015" was carried out.

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28/04/2015

Working meeting

The Head of the National Agency of Ukraine on Civil Service conducted the meeting with the representatives of the SIGMA Programme, Support Group for Ukraine under the European Commission, Delegation of the European Union to Ukraine to support to the implementation of the Law of Ukraine "On Civil Service".

During 2015 the experts provided the comments to this draft Law and Strategy of Public Administration Reform projects on 2015—2020 and Action Plan of its realization.

20-24/07/2015

Expert mission

The experts discussed the draft Action Plan of SIGMA Programme in Ukraine for July, 2015 — December, 2016.

24/07/2015 conciliation meeting with representatives of ministries, other central government, during which the draft Action Plan was accepted as the base took place.

In the framework of implementation of the Action Plan NAUCS processed and approved without any comments SIGMA Programme project proposals for Accounting Chamber "Support to the Accounting Chamber of Ukraine in the development of the Strategic Plan" and Ministry of Finance of Ukraine "Monitoring of the implementation of the Action Plan for public financial management".

2015

02/02/2016

Annual Twinning informing procedure was started

Priorities of cooperation that provided bilateral EU assistance in 2016, identified:

- o Public Administration Reform
- management of public finances, including tax and customs duties;
- o energy efficiency;
- o Rule of Law including judicial reform and the fight against corruption;
- o technical assistance cooperation;
- o human rights / internally displaced persons and Fundamental freedoms.

11/10/2016

The Government improved the efficiency of the Tinning Projects realization

According to the Resolution of the Cabinet of Ministers of Ukraine "On Approval of the Procedure for Initiating, Preparation and Implementation of the Twinning Projects" as of 11.10.2016 No 700 the National Agency of Ukraine on Civil Service was determined as the coordinator for the Institution Building Instrument Twinning implementation as well as regulating relations between the NAUCS and beneficiaries of the Twinning

On 11/11/2016 in the framework of
Twinning Programme Implementation
the following activities were conducted:

- o 8 kick-off and 2 closure conferences of the Twinning Projects;
- o 11 Steering Committee Meetings;
- 5 selection meetings of the partners for Twinning project proposals from EU Member States;
- o 3 monitoring missions for the Twinning projects implementation.

21/10/2016

Meeting of the Twinning Programme Coordination Group

The Head of the National Agency of Ukraine on Civil Service Kostiantyn Vashchenko in his welcome speech underlined that implementation of institution building instrument Twinning in Ukraine – is the key to the effective establishment and implementation of strategic reforms according to the European norms and standards.



During 2016 as on 31/10/2016:

- o 1337 civil servants took part in 69 TAIEX events, 10 of them were initiated by EC;
- submitted for review to the European Commission 67 application forms, 48 of them were approved;
- 27 workshops, 20 study visits to EU member states and 22 expert missions to Ukraine were conducted.

Resolution of the Cabinet of Ministers of Ukraine "On approval of the Procedure of Preparation, Approval and Realization of the Acction Plan on Involvement of External Assistance of the European Commission within the framework of TAIEX" as of 13 January, 2016 Nº32 take into account the new strategic directions of the TAIEX instrument implementation identified by the European Commission.

Improved the mechanism of TAIEX instrument implementation

13/01/2016

With representatives of the Estonian Centre of Registers and Information Systems (RIK) the introduction single Web resource of raising public awareness disclosure of vacant civil service positions and announcements regarding the competition according to the Law of Ukraine "On Civil Service" were discussed.

TAIEX expert mission

10—11/03/2016



TAIEX

During 2016 were realized:

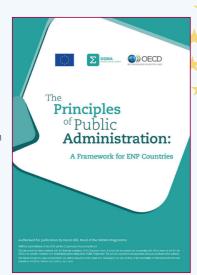
- 4 expert missions of European experts of SIGMA Programme to Ukraine to discuss draft legal acts to the Law of Ukraine "On Civil Service" (15—18.03.2016, 13—15.04.2016, 18—19.05.2016, 21.09.2016)
- participation in the annual meeting of national contact persons for the implementation of institution building instruments Twinning, TAIEX and the OECD / SIGMA "Institution Building Days", 08—11.06.2016 (Brussels, Belgium)
- participation in the regional conference of the OECD / SIGMA "The Principles of Public Administration — a framework for ENP countries", 10.05.2016 (Amman, Jordan).

The working meeting of the Head of the NAUCS Kostiantyn Vashchenko with representatives of Support Group for Ukraine and the Delegation of the European Union to Ukraine took place.

The purpose of the meeting was to discuss the preparation for the implementation of the Law of Ukraine "On Civil Service" as of 10/12/2015 No 889-VIII and current state of development of the "Public Administration Reform Strategy 2015 – 2020".

Working meeting on Public Administration Reform

17/03/2015



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15—18/03/2016 18—19/05/2016

Have discussed drafts normative-legal acts to the Law of Ukraine"On Civil Service"

Senior Policy Adviser of SIGMA Programme on Civil Service and Public Administration Organization and Functioning of the Republic of Poland Woiciech ZIELIŃSKI, former director of Federal Academy of Public Administration of the Federal Republic of Germany Anke Freibert, experts Jaime Perez De La Cruz and Robert Bartold took place in participation in discussion of the practical aspects of Public Adminastration Reform.



Working meeting

According to the results of the meeting was achieved preliminary arrangements to future cooperation of the NAUCS and expert mission of the of the SIGMA Programme to provide advisory assistance on topical issues public administration reform and civil service based on European principles of public administration in context of realization of new legislation on civil service.

07—11/11/2016

Expert mission

In the framework of the expert mission with the participation of Senior Policy Adviser of SIGMA Programme on Civil Service and Public Administration Organization and Functioning of the Republic of Poland Wojciech Zielinski conducted the Working Meeting in order to discuss of the the concept of "Staff Reform" and other accompanying documents and identify common approaches for implementation of the on public administration reform Also the draft Work Plan of SIGMA programme was discussed on 01/2017—06/2018.





LEGISLATIVE FRAMEWORK

Twinning

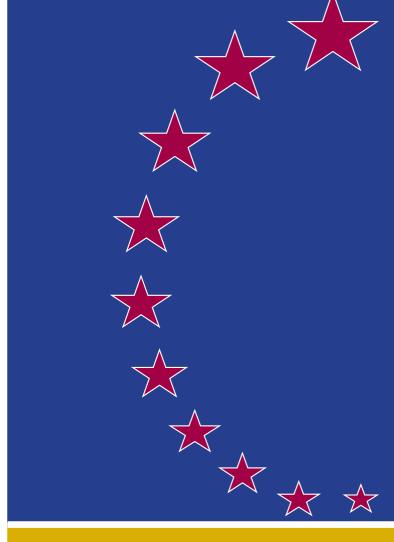
- o Order of the President of Ukraine "Issues of the Implementation of Twinning Programme in Ukraine" as of 06/10/2005 No 1424 (with amendments as of 14/01/2014 No 7/2014)
- o Resolution of the Cabinet of Ministers of Ukraine "On Approval of the Procedure for Initiating, Preparation and Implementation of the Twinning Projects" as of 11/10/2016 No 700
- o Order of the Main Department of the Civil Service of Ukraine "On the Approval of Methodological Recommendations as for the Use of Twinning Instrument in Ukraine" as of 01/07/2008 No 175
- Interdepartmental Order of The National Agency of Ukraine on the Civil Service and the Ministry of Economic Development And Trade of Ukraine "On the Establishment of Working Group for the Coordination of Twinning Instrument Implementation" as of 15/06/2012 No 120/702
- Order of the National Agency of Ukraine on Civil Service "On the Inspection Performing of the Central Executive Authorities — Twinning Projects Beneficiaries to Implement Twinning in Ukraine" as of 07/10/2015 No 214
- o Common Twinning Manual (2009, 2012, 2013—2014)

TAIEX

 Resolution of the Cabinet of Ministers of Ukraine "On Approval of the Procedure of Preparation, Approval and Realization of the Acction Plan on Involvement of External Assistance of the European Commission within the framework of TAIEX" as of 13/01/2016 No 32

SIGMA programme

- Action Plan to enhance cooperation between Ukraine and OECD in 2013-2016, approved by the Cabinet of Ministers of Ukraine as of 06/02/2013 No 132-r
- Memorandum of Understanding between the Government of Ukraine and the OECD to deepen cooperation signed on 10/07/2014, action of which extended for two years by the Regulation of the Cabinet of Ministers of Ukraine "On Approval Draft Agreement between the Government of Ukraine and the Organization for Economic Cooperation and Development and Renovation of the Memorandum of Understanding between Ukraine and OECD to deepen Cooperation" as of 26/10/2016 No 787-r



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