

nce on Twinning Operations
я з питань інструменту Twinning



2008-2018



*Center for Adaptation
of the Civil Service to the
Standards of
the European Union*

YEARS





Strengthening the institutional capacity of executive authorities in order to adapt national legislation to the standards of the European Union



Strengthening the international cooperation in the area of civil service and public administration



Improvement of professional level of civil servants and standards and procedures of their work



Participation in the formation of state policy and rule-making



Ensuring openness and transparency of the civil service system



Coordination of the Twinning and TAIEX instruments implementation, PAO: purpose and objectives

- ✦ According to Decree of the President of Ukraine *"Issues for the Implementation of Twinning Programmes in Ukraine"* as of 06.10.2005 № 1424 the functions of the coordinator of the preparation and implementation of the Twinning programme in Ukraine are assigned to National Agency of Ukraine on Civil Service;
- ✦ According to the Order of National Agency of Ukraine on Civil Service *"On the Activities of the Twinning Programme Administration Office"* the functions of the Twinning Programme Administration Office are entrusted to the Center for Adaptation of the Civil Service to the Standards of the European Union

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

Twinning TAIEX
SIGMA





Coordination of the Twining and TAIEX instruments implementation, PAO: purpose and objectives

Twining Programme Administration Office was established in order to inform government authorities on the use of Twining and TAIEX institutional building instruments and the coordination of its implementation.



Role and functions of the Twining Programme Administration Office

- ✦ providing support to government authorities in preparing Twining project proposals, TAIEX applications, as well as performing its verification;
- ✦ extensively explanation of the peculiarities of the Twining and TAIEX instruments implementation;
- ✦ organization of Twining programme coordination group meetings;
- ✦ organization meetings of the Coordination Group on TAIEX instrument implementation;
- ✦ general coordination of Twining projects implementation;
- ✦ general coordination of TAIEX instrument implementation;
- ✦ coordination of cooperation with the SIGMA programme;
- ✦ conducting annual meetings of the contact persons of beneficiaries of Twining projects and TAIEX events;;
- ✦ organization of meetings of Resident Twining Advisers and their partners;
- ✦ organization of Annual Regional Conferences on Institutional Building.



Implementation of the Twinning Instrument

**Ukraine is one of the
leaders among
European
Neighbourhood
Instrument countries
for the number of
completed Twinning
projects and projects
under
implementation**

NORMATIVE-LEGAL BACKGROUND

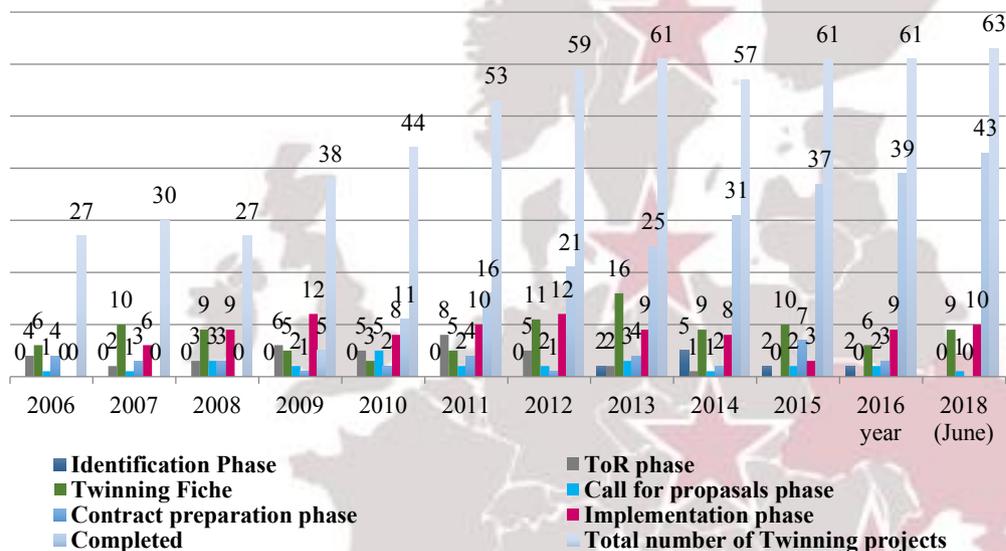
- Order of the President of Ukraine “Issues of the Implementation of Twinning Programme in Ukraine” as of 06.10.2005 No 1424 (with amendments as of 14.01.2014 No 7/2014)
- Resolution of the Cabinet of Ministers of Ukraine “On Approval of the Procedure for Initiating, Preparation and Implementation of the Twinning Projects” as of 11.10.2016 No 700
- 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
- Common Twinning Manual (2009, 2012, 2013–2014)



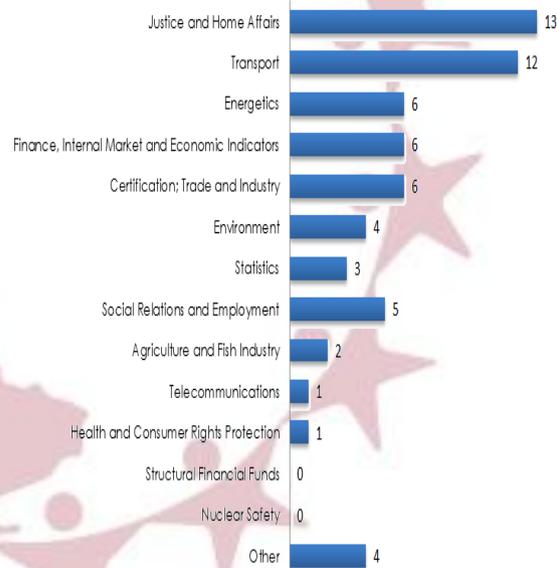


Results of Implementation of the Twinning Instrument

Dynamics of Twinning Projects



Spheres of Twinning instrument involvement





Annual Programming of Twinning Projects in Ukraine

- ✦ One of the peculiarities of Twinning implementation in Ukraine is the **procedure of annual programming** within the framework of which the National Agency of Ukraine on Civil Service informs government authorities on the opportunity of Twinning instrument use.
- ✦ **In 2017** the National Agency of Ukraine On Civil Service received **58 Twinning project proposals** that were submitted for consideration of the 15th Twinning Programme Coordination Group Meeting (TPCG)



NORMATIVE-LEGAL BACKGROUND

❖ Resolution of the Cabinet of Ministers of Ukraine “On Approval of the Procedure of Preparation, Approval and Realization of the Action Plan on Involvement of External Assistance of the European Commission within the framework of TAIEX” as of 13 January, 2016 No 32

TAIEX instrument is aimed at

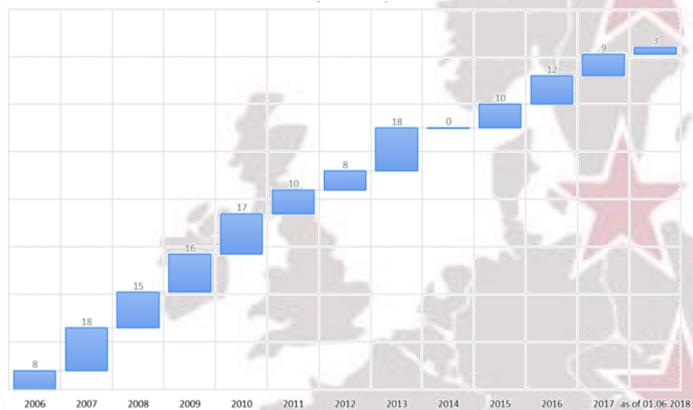
- ❖ approximation, implementation of the national legislation to *acquis communautaire*;
- ❖ institutional development of government authorities;
- ❖ professional development of civil servants.

Tasks of the TAIEX Instrument

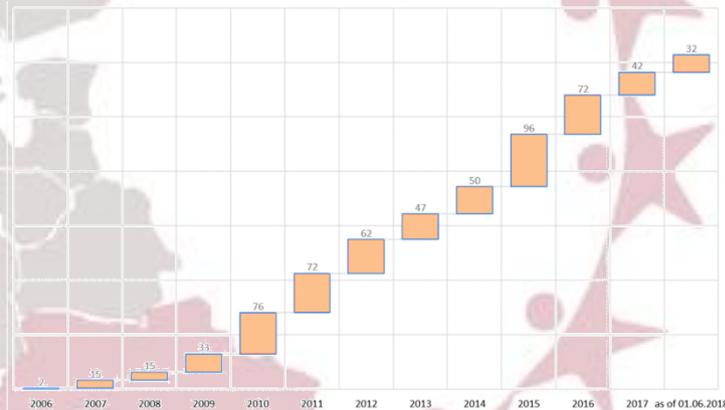
1. Ensuring the operation of a simplified mechanism for the exchange of best practices between beneficiary countries and EU Member States.
2. Налагодження «мережєвих» зв'язків з європейськими партнерами.
3. Сприяння вирішенню конкретних практичних проблем розвитку та інтеграції країни-бенефіціара до Європейського Союзу.
4. Посилення адміністративної та інституційної спроможності органів державної влади.

Initiators of TAIEX Activities

Events initiated
by the European Commission

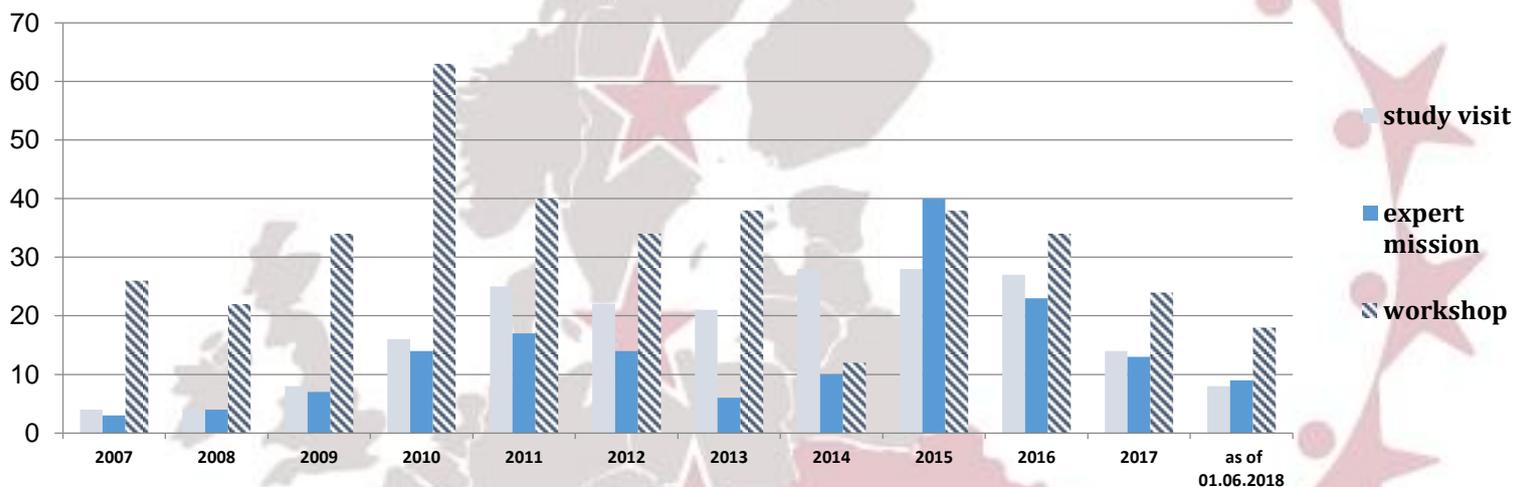


Events initiated
by the Ukrainian government authorities



Since the beginning of implementing the TAIEX instrument, as of **01 June, 2018** *17 289 representatives* of Ukrainian government authorities participated in *758 events* organized in the framework of the TAIEX implementation, including *144 events* initiated by the European Commission and *614 events* initiated by Ukraine.

TAIEX Activities per Types of Events



**TAIEX assistance can be implemented
in three forms as well as cover different areas**

study visit

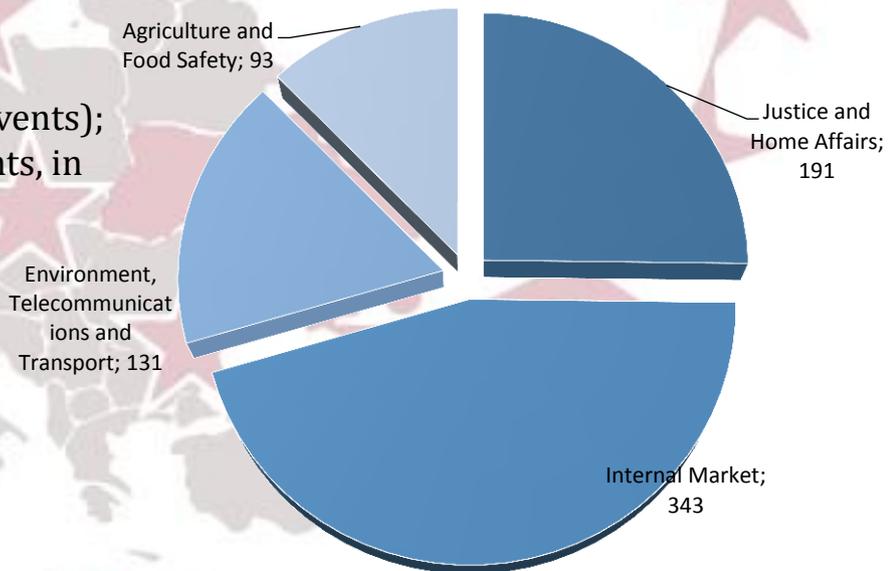
seminar

expert mission

TAIEX Activities per Sector

**During the mentioned period (2006–2018)
TAIEX events were conducted in the
following areas:**

- ❖ Justice and Internal Affairs (191 events, in 2018 – 9 events);
- ❖ Internal Market (343 events, in 2018 – 15 events);
- ❖ Environment, Telecommunications, Transport (131 events, in 2018 – 5 events);
- ❖ Agriculture and Food Safety (93 events, in 2018 – 6 events).



Workshop on Effective Implementation and Use of Twinning and TAIEX Instruments

On May 17, 2018 at the premises of the NAUCS the Workshop on Effective Implementation and Use of Twinning and TAIEX instruments was held.



During the workshop the participants discussed key aspects of international cooperation, implementation of institution building instruments Twinning and TAIEX.



SIGMA international expert mission

SIGMA Programme (*Support for Improvement in Governance and Management*) is one of the most prestigious analytic centers of the European Union, that was launched in 1992 on the initiative of the Organization for Economic Cooperation and Development (OECD) and the European Union.

The National Agency of Ukraine on Civil Service is responsible for the realization of cooperation within the framework of the OECD / SIGMA program implementation.

NORMATIVE-LEGAL BACKGROUND OF THE OECD / SIGMA PROGRAM

- ✦ Memorandum of Understanding between the Government of Ukraine and the OECD on Deeper Cooperation of 07.10.2014;
- ✦ Strategy of Public Administration Reform in Ukraine for 2016-2020, approved by the resolution of the Cabinet of Ministers of Ukraine of June 24, 2016 No. 474-r;
- ✦ SIGMA Work Programme for January 2017 – June 2018, developed jointly with interested central executive authorities of Ukraine.





Achievements and results

Organization of activities in Ukraine under the OECD/SIGMA program

With the assistance of the Secretariat of the Cabinet of Ministers of Ukraine, the cooperation with international experts of the OECD/SIGMA program was provided by the NAUCS in the framework of preparation and conducting a full and in-depth assessment of the state of affairs in the system of public administration of Ukraine, which is envisaged by the Action Plan for implementing the Strategy of Public Administration Reform in Ukraine for 2016-2020.

DURING 2017 WERE REALIZED:

- ✦ On November 16-17, 2017, an international conference *“Public Administration in Ukraine: Assessing the State of Affairs, Achievements and Challenges”* was held, which became the beginning of a full and in-depth assessment of the state of affairs in the system of public administration of Ukraine.
- ✦ The OESD/SIGMA program assessment of the state of affairs in the system of public administration of Ukraine began.
- ✦ 5 expert missions of the SIGMA program to Ukraine in order to discuss issues of assessing the state of affairs in the system of public administration of Ukraine



Achievements and results

DURING 2018

within the framework of preparation and organization of the comprehensive and profound assessment of the state of affairs in the system of public administration of Ukraine the following activities were organized:

- ✦ expert mission of the OECD / SIGMA programme aimed at establishing the data in the context of assessing the state of affairs in the public administration system of Ukraine (19–23.02. 2018)
- ✦ the fact finding expert mission of the OECD / SIGMA programme aimed at verifying the data obtained within the framework of assessment of the state of affairs in the system of public administration of Ukraine, where the preliminary report of the OECD / SIGMA programme was presented, based on the results of the state of affairs assessment, as well as verification and clarification of the information obtained for carrying out a comprehensive assessment of the state of affairs and preparation of the final report

Assessment of the state of affairs in the system of public administration of Ukraine is carried out on the basis of public administration principles developed by the OECD / SIGMA programme

Annual Regional Conferences on Institution Building



2007



2008



2009



2009

Annual Regional Conferences on Institution Building



2010



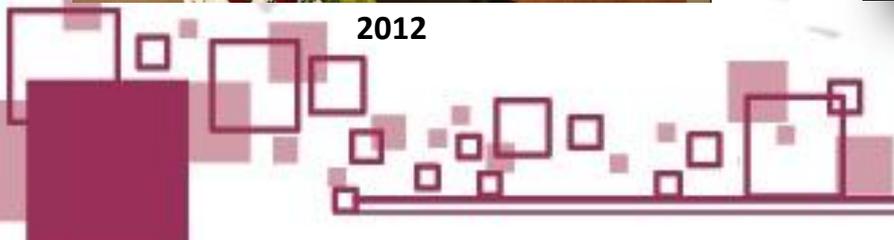
2011



2012



2013



Annual Regional Conferences on Institution Building



2014



2015



2016

Annual Regional Conferences on Institution Building



2017

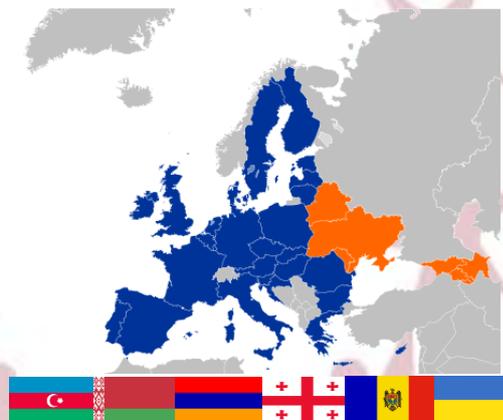


Cooperation with the European Union Initiative “Eastern Partnership”

Panel on Governance and Public Administration Reform of the Thematic Platform 1 “Strengthening Institutions and Good Governance”

Areas of activity of the Panel:

- ✦ “Civil service, public administration organizations and their functioning”
- ✦ “Transparency, e-government and data protection”
- ✦ “Local / regional government decentralization”
- ✦ “Effective management of technical assistance”



Since 2012, Ukraine is the leading country in the area «*Effective management of technical assistance*» of the Panel on Governance and Public Administration Reform.

Every year, NAUCS prepares and approves jointly with the Eastern Partnership partners *Action plan for the relevant year in four areas*.



Cooperation with the European Union
Initiative “Eastern Partnership”

Implementation of activities within the framework
of the Panel on Governance and Public Administration Reform during 2011–2018



12-th meeting of the Panel on Governance and Public Administration Reform
(16–17.03.2017)



Cooperation with the Hanns Seidel Foundation in Ukraine

Within the framework of cooperation of the Center for Adaptation of the Civil Service to the Standards of the European Union with the Hanns Seidel Foundation in Ukraine:

- Trainings for the heads of the personnel management services of ministries, central executive authorities, other government authorities and regional state administrations within the framework of the implementation of the program "Human Resources Management in the Civil Service" (June 14 - July 08, 2016, Kyiv)
- All-Ukrainian workshop "Professional training and development of civil servants and local self-government officials: challenges, tasks and perspectives" for heads of regional and oblast centers of retraining and professional development of employees of state authorities, local self-government authorities, state enterprises, institutions and organizations, Higher education institutions, which trains masters in the field of knowledge "Public Administration and Administration" (September 20, 2017, Odessa).
- The International Conference on Needs and Possibilities of Human Resources Development in Local Self-Government Authorities in Decentralized Environment (05 October 2017, Kyiv).
- The Round Table "Civil Service in Ukraine and Positive Image Formation in the Context of European Integration" (05 June 2018, Kyiv).
- Textbooks were developed: "Civil Service Reform in Questions and Answers" (2016), "Practical guide for civil servants of ministries and other public authorities" (2018).

DOCCU

Розвиток громадянських компетентностей в Україні

Cooperation with Swiss-Ukrainian Educational Project DOCCU

Swiss-Ukrainian Educational Project ‘Development of Civil Competences in Ukraine’ (DOCCU) is being implemented in Ukraine within the framework of the Swiss Cooperation Strategy for Ukraine for 2014-2018, within ‘Governance and Restoration of Peace’ direction. Donor of the project is the Swiss Confederation, and the main project executor is the Zurich Pedagogical University (Switzerland).

The aim of the Project is the support for the sustainable development of civil society through the dissemination of knowledge about education for democratic citizenship and human rights education in Ukraine.

During the implementation of the project, cooperation and support of the Administration of the President of Ukraine, the Committee on Education and Science of the Verkhovna Rada of Ukraine, the Ministry of Education and Science of Ukraine, the National Agency of Ukraine on Civil Service, the National Academy of Pedagogical Sciences of Ukraine, regional state administrations, international and public organizations.

DOCCU

Розвиток громадянських компетентностей в Україні
ШВЕЙЦАРСЬКО-УКРАЇНСЬКИЙ ОСВІТНІЙ ПРОЕКТ



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Швейцарська Конфедерація



www.doccu.in.ua



Methodological and advisory support of personnel units of state executive authorities, development of training programmes

Practical manuals for personnel management services and civil servants of government authorities:

- Textbook “Agenda for the Directorate of the Ministry”
- A practical guide for civil servants of the Ministries and other government authorities
- Textbook “Civil Service Reforms in Questions and Answers: a Practical Guide for Human Resource Managers”
- Brochure “Clarification of the National Agency of Ukraine on Civil Service on Issues of the Law of Ukraine ‘On Civil Service’ dated on December 10, 2015, No 889-VIII”
- Textbook “Disciplinary liability of Civil Servants”
- Textbook “Civil Service of the Eastern Partnership countries: results of a comparative research of Civil Service Reform”
- Booklets and Brochures on Human Resources Management, professional development of civil servants and corruption prevention on the civil service





Methodological and advisory support of personnel units of state executive authorities, development of training programmes



3

developed training programs:

- “Modern Leadership: A New Approach to Public Administration”
- “Effective Public Administration: Innovations of Ukrainian Legislation”
- “European and Euro-Atlantic integration”

9

workbooks and other materials for training participants:

- “Building of professional, sustainable and politically impartial civil service: the role of transformational leadership and organizational culture”
- “Organizing and conducting competency-oriented interview (structured interview, STAR, and PARLA) and estimation of personnel by “Assessment center” and “360-degrees assessment”





Methodological and advisory support of personnel units of state executive authorities, development of training programmes

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carried out **communicative activities for the implementation of ethical standards** in the civil service and service in local self-government bodies, **new recruitment methods** for the civil service and **development of the senior civil service**:

- international conference “Professionalism, ethics and values of civil service: experience of the EU member states and Eastern Partnership countries”
- training “Organizing and conducting competency-oriented interview (structured interview, STAR, and PARLA) and estimation of personnel by “Assessment center” and “360-degrees assessment”
- training “Building of professional, sustainable and politically impartial civil service: the role of transformational leadership and organizational culture”





SIGMA
Creating Change Together



OECD

A joint initiative of the OECD and the EU,
principally financed by the EU

ІХ ЩОРІЧНІ РІШЕЛЬЄВСЬКІ АКАДЕМІЧНІ ЧИТАННЯ

ПРОФЕСІЙНА ПІДГОТОВКА ТА РОЗВИТОК ДЕРЖАВНИХ СЛУЖБОВЦІВ
І ПОСАДОВИХ ОСІБ МІСЦЕВОГО САМОВРЯДУВАННЯ: ВИКЛИКИ, ЗАВДАННЯ, ПЕРСПЕКТИВИ

Odesia
20-22 September, 2017

Одеса
20-22 вересня, 2017

IX ANNUAL RICHELIEU ACADEMIC READINGS

PROFESSIONAL DEVELOPMENT AND TRAINING OF CIVIL SERVANTS
AND LOCAL SELF-GOVERNMENT OFFICIALS: CHALLENGES, OBJECTIVES, PERSPECTIVES



Technical Assistance
Information Exchange

EUROPEAN COMMISSION

TAIEX



**IMPLEMENTING
CHANGES TOGETHER**

TWINNING IN UKRAINE

INSTRUMENT FOR INSTITUTION BUILDING



TWINNING

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