

MAIN DEPARTMENT OF CIVIL SERVICE OF UKRAINE
Policy Analysis and Civil Service Development Strategy Department

**INTERNATIONAL COOPERATION STRATEGY
OF THE MAIN DEPARTMENT OF CIVIL SERVICE
OF UKRAINE FOR 2009–2011**

APPROVED

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ABBREVIATIONS:

PAO – Twinning Programme Administration Office

GUAM – Organization for Democracy and Economic Development – GUAM (Georgia, Ukraine, Azerbaijan and Moldova).

MDCSU – The Main Department of the Civil Service of Ukraine.

EC – European Commission.

EU – European Union.

NAPA – National Academy of Public Administration under the Office of the President of Ukraine.

NATO – North Atlantic Treaty Organization.

OECD – Organization for Economic Cooperation and Development.

UN – United Nations Organization.

BSEC – Organization of the Black Sea Economic Cooperation.

UNDP – United Nations Development Program.

SCMU – Secretariat of the Cabinet of Ministers of Ukraine.

SPU – Secretariat of the President of Ukraine.

CIDA – Canadian International Development Agency.

DANIDA – Ministry of Foreign Affairs of Denmark.

DFID – UK Department for International Development.

EIPA – European Institute of Public Administration.

ENA – Ecole nationale d'administration (France).

ENP – European Neighbourhood Policy.

EUPAN – EU Public Administration Network.

GRECO – Group of States against corruption, group of states – members of the Council of Europe against corruption.

ITO – Implementation of Twinning Operations.

PRISM – Policy Reform and Implementation Support Mechanism.

SIDA – Swedish International Development Agency.

SIGMA – Support for Improvement in Governance and Management, joint EC and OECD programme.

TAIEX – Technical Assistance Information Exchange.

USAID – U. S. Agency for International Development.

SECTION I. GENERAL PART

1. Context

European integration, Euro-Atlantic integration and implementation of active multilateral foreign policy in the framework of global and regional international organizations are among foreign policy priorities of Ukraine.

European integration is a key priority in the foreign policy of Ukraine that integrates the whole complex of efforts both inside the country and beyond its borders. They are aimed at moving Ukraine closer to the EU and creating preconditions necessary for the future accession of the state to the EU.

Euro-Atlantic Integration is participation in building up Euro-Atlantic area of stability and security, gradual integration into NATO aimed at protecting Ukraine's security interests. To make this goal real the mechanisms of cooperation with NATO through Action Plan and annual Target Plans should be implemented.

Ukraine pursues active **multilateral policy** in the framework of global and regional international organizations. Ukraine also sets the goal of becoming a regional leader and promoting European values in the region.¹

At the level of **bilateral relations** Ukraine strives to use all potential of its strategic partnership that is based on mutual interests and common approaches in finding the ways to develop relations with the partner countries, to establish and maintain friendly relations with the neighbouring states respecting the sovereignty and territorial integrity of these countries.

The Main Department of the Civil Service of Ukraine concentrates its efforts on building democratic governance institutions in Ukraine to bring the civil service institutions up to the best world's standards. Based on this goal and Ukraine's foreign policy priorities, the MDCSU's International Cooperation Strategy identifies key cooperation priorities in the sphere of public administration and civil service and the ways

of their implementation for the period 2009–2011.

2. Goal and objectives

Bringing up the civil service of Ukraine to the best world standards and public awareness mission in the sphere of public administration and civil service among the countries on the post-Soviet area are the key **goals** of the MDCSU's international cooperation.

The goal may be achieved through effective implementation of the major objectives of cooperation with the world leader countries and international organizations. They are:

- 1) expanding the representation and strengthening the role of Ukraine in international organizations addressing the issues of public administration and civil service;
- 2) intensification and specialized cooperation with European and North American countries taking into consideration the strengths and weaknesses of their practices in the sphere of public administration and civil service (intensification and specialization supposes cooperation at the level of MDCSU's structural units and structural units of its counterparts in partner countries on specific, highly professional issues);
- 3) exchanging experience with the Southern Caucuses and Central Asia countries to transfer Ukraine's experience and European democratic governance values there.

3. Major Areas

The priorities of Ukraine's cooperation in the sphere of civil service and public administration for 2009 – 2011 are:

- 1) **building of modern HR management system** at the civil service and introduction of competition-based recruitment within the civil service, in particular, to top-level civil servant posts;

¹ Foreign policy priorities of Ukraine, official web site of the Ministry of Foreign Affairs of Ukraine: <http://www.mfa.gov.ua/mfa/ua/293.htm>

- 2) *modernizing of civil servant **professional training system** and **capacity building of School of Senior Civil Service**;*
- 3) *using **e-government** in the civil service functional management;*
- 4) *improving **the governmental policy planning and coordination system**;*
- 5) *streamlining **executive authorities system and structure**;*
- 6) ***prevention of corruption.***

4. Achievements in 2004–2008

4.1. INTERNATIONAL AGREEMENTS

As of 1 January 2004 the contractual framework underlying international cooperation of Ukraine in the sphere of public administration and civil service numbered **five international agreements**.²

As of the end of 2008 the contractual framework underlying international cooperation of Ukraine in the sphere of public administration and civil service numbered **15 international agreements** including 6 intergovernmental and 9 interdepartmental agreements (see **Appendix 4**).

Three international technical assistance projects which beneficiary is the Main De-

partment of the Civil Service of Ukraine are in progress under the three agreements signed in 2007–2008.

The Agreement between the Government of Ukraine and the Government of the Kingdom of Denmark regarding technical support to public sector reforms in Ukraine was signed on 10 September 2007. Technical Support to Public Sector Reforms in Ukraine Project is being implemented in the scope of the Agreement between the Government of Ukraine and the Government of the Kingdom of Denmark. The Project is funded by the Ministry of Foreign Affairs of Denmark (DANIDA) and is implemented by the Danish consulting company Rambøll Management in partnership with the Latvia-based CPM Consulting Group.

Memorandum of Understanding Between the Government of Ukraine and the United Nations Development Programme On Support to Reform of System Civil Service within the framework of Administration Reform was signed on 23 October 2007. Support to Reform of System Civil Service Project is being implemented in the scope of this Memorandum, its donor is the government of Ireland.

Memorandum of Understanding between the Government of Canada and the Government of Ukraine Concerning Ukrainian Civil Service Human Resources Management Reform Project was signed on 26 May 2008. To the end of implementing the Memorandum, Ukrainian Civil Service Personnel Management Reform Project was launched, its donor is the Canadian International Development Agency (CIDA).

The contractual framework of cooperation with the countries and partner organizations creates sufficient preconditions to achieve the main strategic goal and implement the objectives (see **Appendix 2**).

The following agreements on cooperation have been drafted to be signed in 2009:

Agreement between the Main Department of Civil Service of Ukraine and the Ministry of Internal Affairs, Public Order and Decentralization of the Republic of Greece;

Memorandum of Understanding between the Main Department of Civil Service of Ukraine and the Ministry of Labour, Social Affairs and

² 30 July 1997 – Memorandum of Understanding between the Main Department of the Civil Service under the Cabinet of Ministers of Ukraine and the Federal Ministry of Internal Affairs of Germany on cooperation in the sphere of civil service and civil servants' advanced training.

30 July 1997 – Agreement between the Federal Academy of Public Administration of the Federal Ministry of Internal Affairs of Germany and the Main Department of the Civil Service of Ukraine.

2 March 1998 – Memorandum of Understanding between the Main Department of the Civil Service of Ukraine and the International Office of Training and Development Department of the Civil Service Commission of Canada.

12 December 2000 – Memorandum of Understanding on Cooperation between the Main Department of the Civil Service of Ukraine and the Head of Civil Service of Poland.

15 January 2003 – Memorandum of Understanding between the Main Department of the Civil Service of Ukraine and the Ministry of Personnel of the People's Republic of China on cooperation in the sphere of civil service and HR management.

Family of the Slovak Republic on cooperation in drafting civil service-related legislative and regulatory acts;

Agreement between the Government of Ukraine and the United States Government on Cooperation in the Sphere of Public Administration and Civil Service.

4.2. THE MOST IMPORTANT INTERNATIONAL EVENTS

International Conferences

17 February 2004 – international conference “Civil Service Development and Modernization as a Component of Administrative Reform in Ukraine”, the participants represented the Cabinet of Ministers of Ukraine, donor states and international organizations.

10 October 2004 – presentation of the research by the World Bank’s experts Lars Aker and Desmond Kelly regarding the condition of the civil service personnel management and civil servants’ professional training.

23–27 May 2005 – participation of Ukraine’s delegation led by the MDCSU’s Head at 6th UN global forum “Moving to Responsible and Transparent Governance”, Seoul (Republic of Korea).

15–17 June 2005 – participation of MDCSU’s management in 18th International Congress of top-level civil servant training “Democratic Development: Top-Level Civil Servants and Political and Administrative Relations”.

21 June 2005 – hosting the international conference “Civil Service Reform – Building Administrative Capacity for Membership in the European Union” under the aegis of the Government of Ukraine and the World Bank.

23 January 2006 – organizing an interdepartmental meeting on preparing to Ukraine’s public administration evaluation under the basic SIGMA indicators.

2–3 March 2006 – organizing jointly with the European Commission of the two-day workshop on formal start-up of Twinning Programme in Ukraine.

5 July 2006 – organizing an international conference “Administrative Reform Strategy: SIGMA Recommendations to the Government

of Ukraine” (Kyiv), where the report prepared by SIGMA containing the evaluation of the six spheres of public administration in Ukraine was presented. The evaluation was performed in March 2006 in the framework of implementing the Memorandum of Understanding between the Government of Ukraine, the Swedish International Development Agency and the UK Department for International Development.

6 October 2006 – organizing the international scientific and practical conference “Activities of Policy Analysis Groups in Central Executive Authorities and Secretariat of the Cabinet of Ministers of Ukraine”.

24–25 October 2006 – the international seminar dedicated to formal introduction of Twinning institutional development instrument in the Republic of Moldova. The Director of Twinning Programme Administration Office in Ukraine took part in the workshop.

30 November – 1 December 2006 – organizing the international workshop in the scope of cooperation with the Government of France on civil service system reforming and administrative reform. Memorandum of Understanding on cooperation between the Main Department of the Civil Service of Ukraine and the General Directorate of Administration and Civil Service of France was signed during the workshop.

26–27 June 2007 – participation of Ukrainian delegation led by the MDCSU’s in 7th UN Global Forum on Public Administration Improvement, Vienna, Republic of Austria.

26 November 2007 – participation of the First Deputy Director of the Centre for Facilitating the Institutional Development of the Civil Service in the conference in Gorlitz (Germany) hosted by the Federal Ministry of Economy and Technology of Germany on 10th anniversary of Twinning institutional development instrument introduction.

27 November 2007 – international workshop on official introduction of Twinning institutional development instrument in the Republic of Armenia. The Director of Twinning Programme Administration Office under MDCSU, A. Vyshnevskiy took part in the workshop.

29–30 November 2007 – international workshop on official introduction of Twinning

institutional development instrument in the Republic of Georgia. The Director of Twinning Programme Administration Office under MDC-SU, A. Vyshnevskiy took part in the workshop.

17–18 December 2007 – organizing the First Annual Conference of the Black Sea Region Countries On Twinning Operations.

5 June 2008 – organizing the international conference “Public Administration Reform in Ukraine – experience, challenges, risks” in the scope of Ukrainian-Danish “Technical Support to Public Sector Reforms in Ukraine” Project.

24 June 2008 – organizing the public forum on discussing the Strategic Framework for the Civil Service Personnel Management Reform in Ukraine under the Ukrainian-Canadian “Ukrainian Civil Service Human Resources Management Reform” Project.

25–26 September 2008 – organizing the First Annual Conference for the Black Sea Region Countries on Twinning Operations. The conference sought strengthening of cooperation between the Black Sea countries, creation of professional community, networking of these countries’ civil servants to share their skills and best practices in the sphere of administrative and institutional reform using the institution building instruments.

5 December 2008 – organizing the round table together with the Office of the Council of Europe to discuss the legislation related to the civil service and conflict of interests. SIGMA recommendations concerning the top-level civil service, GRECO evaluation group’s expert opinion relating to settlement of interests in the GRECO member-countries, the expert opinion on the draft Law of Ukraine “On Civil Service” (new wording) issued by the Project of the Council of Europe “Support to Good Governance in Ukraine” were presented at the round table.

Working Visits and Meetings, Other International Events

2–9 May 2004 – a work visit of the Ukrainian delegation headed by the Ministry of the Cabinet of Ministers of Ukraine to the Republic of France.

7–8 February 2005 – a working visit to Ukraine of the Head of the Civil Service of Poland Jan Pastva.

14–18 February 2005 – a work visit to Paris (the Republic of France) of the top managers of the Centre for Facilitating the Institutional Development of the Civil Service. As part of the visit, the working consultations of EC representatives with OECD experts and SIGMA programme management were held.

24 January 2006 – a work meeting of the MDCSU’s Head with the SIGMA Programme Manager Bob Bonvitt.

6 April 2006 – working meeting of the MDCSU’s Head with the Head of the Neighbourhood Programme Department of the Danish Ministry of Foreign Affairs Anne Marie Esper Larsen.

27–28 April 2006 – participation of MDCSU’s Head in the official visit of the Ukraine’s President Viktor Yuschenko to the Republic of Latvia, where the Agreement on Cooperation in the Sphere of Civil Service Development and Administrative Reform was concluded between the Main Department of the Civil Service of Ukraine and the State Civil Service Department of the Republic of Latvia.

8–9 June 2006 – visit of the Director of Twinning Programme Administration Office to Brussels, the Kingdom of Belgium, to participate in the annual meeting on application of Twinning and TAIEX institutional development instruments organized jointly by the EC General Directorate on Extension and EuroHelp for national focal points – Twinning and TAIEX coordinators.

13 February 2007 – the Government of Ireland and UNDP Office in Ukraine concluded the agreement.

5 March 2007 – ceremony of signing the two first Twinning contracts in Ukraine.

31 May – 2 June 2007 – visit of Twinning Programme Administration Office’s delegation to Brussels (the Kingdom of Belgium) to participate in the annual meeting on application of Twinning and TAIEX institutional development instruments organized jointly by the EC General Directorate on Enlargement and EuroHelp for national focal points – Twinning and TAIEX coordinators.

22 June 2007 – signing of the Agreement between the Main Department of the Civil Service under the President of the Republic of Ta-

Pakistan and the Main Department of the Civil Service of Ukraine on cooperation in the sphere of civil service development.

22 November 2007 – official launch of “Technical Support to Public Sector Reforms in Ukraine” Project.

6 February 2008 – MDCSU’s Head met SIGMA Programme Manager Bob Bonvitt at the time of the first SIGMA official mission in the ENPI’s framework.

26–29 March 2008 – Deputy Director of the Centre for Adaptation of the Civil Service to the Standards of the European Union took part in the meeting of BSEC Working Group on Institutional Renewal and Good Governance.

17–18 April 2008 – MDCSU’s Deputy Head took part in the meeting of 37th session of the OECD’s Good Governance Committee, Ukraine for the first time took part as an OECD’s permanent observer.

22–23 May 2008 – visit of Twinning Programme Administration Office representatives to Brussels (Kingdom of Belgium) to participate in the annual meeting on application of Twinning and TAIEX institutional development instruments organized jointly by the EC General Directorate on Enlargement and EuroHelp for national focal points – Twinning and TAIEX coordinators.

22 May 2008 – signing of the Agreement between the Government of Ukraine and the Government of the Republic of Azerbaijan in the sphere of civil service development during the official visit of the President of Azerbaijan Ilham Aliyev to Ukraine.

26–29 May 2008 – signing of the Memorandum of Understanding between the Government of Ukraine and Canada regarding implementation of the project on civil service personnel management in the framework of the official visit of the Ukraine’s President Viktor Yuschenko to Canada.

10–13 June 2008 – MDCSU’s Head work visit to the Republic of Italy (Rome). On 11 June 2008 during the Ukrainian delegation visit to the Republic of Italy, the Memorandum of Understanding was signed on cooperation in the civil service sphere.

21–24 October 2008 – participation of the MDCSU’s Deputy Head in 38th session of the

OECD Public Governance Committee, Paris (Republic of France).

8–31 October 2008 – Deputy Director of the Centre for Adaptation of the Civil Service to the Standards of the European Union took part in the meeting of BSEC Working Group on Institutional Renewal and Good Governance.

Initiating and Streamlining Systemic Cooperation with SIGMA

Ukraine is the only country in the Post-Soviet area that initiated and organized itself the evaluation of governance against SIGMA (Support for Improvement in Governance and Management) basic indicators in 2006.

In 2006, the public governance sphere was evaluated against the basic indicators:

- state policy planning and coordination;
- civil service;
- external audit;
- internal financial control;
- state budget expenditure management;
- public procurement management.

The activities were performed in the framework of the Memorandum of Understanding signed on 5 May 2006 between the Government of Ukraine, UK Department for International Development and the Swedish International Development Agency for on the evaluation of governance against the SIGMA basic indicators. The project was funded by SIDA and DFID.

The evaluation findings were presented by SIGMA programme experts in the form of report along with the recommendations on the level of the Ukraine’s governance system consistence with the EU accession requirements and governance adaptation to the best practices of the EU legislation. On 5 July 2006, the report was presented at the international conference “Administrative Reform Strategy: SIGMA Recommendations to the Government of Ukraine”.

In February 2007, SIGMA experts completed the additional evaluation of the Ukraine’s governance system.

In 2008, the EC took the decision to enable SIGMA application in the ENP countries. Ukraine gained the opportunity to enjoy SIGMA

programme free-of-charge expert support to governance reforms.

The first official SIGMA mission in the ENPI framework was conducted in February 2008.

In September 2008, SIGMA programme experts studied and commented on the draft Law of Ukraine "On Civil Service" (registration No. 1400 dd. 22 January 2008). At the end of 2008, the experts examined the draft Law of Ukraine "On Conflict of Interests in Civil Service and Local Self-Governments" developed by MDSCSU according to the Proforma Plan of Law-Making Activities approved by Order No. 534-p of the Cabinet of Ministers of Ukraine on 26 March 2008.

During the September mission the experts also held the meetings with the MPs of Ukraine and the representatives of the Main Department of Civil Service of Ukraine, Ministry of Economy of Ukraine, Ministry of Justice of Ukraine, Antimonopoly Committee of Ukraine and NGOs. The visit resulted in the project proposals in the sphere of civil service and public procurement.

On 5 December 2008, the programme experts submitted the proposals to the revised draft Law of Ukraine "On Civil Service" (new version) and the draft Law of Ukraine "On Conflict of Interests in Civil Service and Local Self-Governments" at the round table organized by MDSCSU and the Office of the Council of Europe.

Introduction of Twinning, a European Institutional Building Instrument

In October 2005, the legislative framework was formed to introduce Twinning instrument. By the Decree of the President of Ukraine "On implementation on the Twinning programme in Ukraine", dated 06 October 2005, the Main Department of Civil Service of Ukraine was entrusted with directing and coordinating the preparation and implementation of Twinning in Ukraine. Soon, the Twinning Programme Administration Office (hereinafter PAO) was established as the institution coordinating Twinning activities in Ukraine. Pursuant to MDSCSU's order No. 246 "Twinning Programme Administration Office Issue" dd. 15 October 2005, the functions were performed by the Centre for Facilitating the Institutional Development of the Civil Ser-

vice. The order also assigned the Director of Twinning Programme Administration Office.

In the context of preparation and implementation of Twinning in Ukraine, the Government of Ukraine and the European Commission entered into the letter-agreement in late 2005 on funding Twinning projects from the funds of TACIS National Action Plans for 2002-2004 thus enabling relevant financial support to preparation and implementation of Twinning projects.

The introduction of Twinning started with the identification of the first four projects for the following beneficiaries: the National Electricity Regulatory Commission of Ukraine, the State Administration of Ukraine for Aviation Safety, the Antimonopoly Committee of Ukraine and the State Committee of Ukraine for Technical Regulation and Consumer Policy.

The Twinning instrument introduction in Ukraine officially started off with the "Twinning Launching Workshop", which was held on 2-3 March 2006. The Twinning programme procedures, mechanisms, and practical experience were presented at the workshop.

During March 2006 the initial indicative list was compiled containing the first 10 potential Twinning projects and four *Twinning Fiches* – framework agreements to prepare detailed project agreements – were signed. As a result, by May 2006 the preparation process had been completed and the first *Twinning Fiches* had been approved in the transport sphere (the State Administration of Ukraine for Aviation Safety) and power industry (the National Electricity Regulatory Commission of Ukraine). Upon completion of this preparatory phase, on 18 May 2006, the official call for proposals was announced among all EU member-countries seeking to implement the projects, and on 25–26 July 2006 the partner institutions from the EU member-countries were identified according to the European Commission's procedure.

To the end of coordinating the Twinning instrument implementation with the programme cycle of the EU technical assistance and towards ensuring impartiality, transparency and incorporate the interests of all the stakeholders while compiling the indicative plan of Twinning

programme implementation, the Twinning Programme Coordination Group was formed by the joint order of the MDCSU and the Ministry of Economy of Ukraine dd. 24 July 2006 upon reconciliation with EC.

On 7 February 2007, the Cabinet of Ministers of Ukraine approved Resolution No. 154 "On Approval of the Procedure of Organizing the Activities on Preparation and Implementation of Twinning Projects in Ukraine" (hereinafter – the Resolution). Pursuant to the Resolution, the functions of Twinning Programme Administration Office in Ukraine were performed by the Centre for Facilitating the Institutional Development of the Civil Service under the Main Department of the Civil Service of Ukraine.

Towards more effective coordination of the institutional development process coordination and application of Twinning, TAIEX and SIGMA instruments at the national level in Ukraine, as well as to the end of addressing the problems related to the said instrument implementation in Ukraine in the framework of bilateral relations with the EU, the Main Department of the Civil Service of Ukraine drafted the Resolution "On Amending art.6 of the Regulations on the Ukrainian Part of the Committee for Cooperation between Ukraine and the European Communities (European Union)" to ensure that the Main Department of the Civil Service of Ukraine and Twinning Programme Administration Office are represented in the Committee's Ukrainian part.

The government supported the MDCSU's initiative and passed the Resolution No.625 of the Cabinet of Ministers of Ukraine dd. 13 April 2007. The Resolution prescribes to appoint the MDCSU's Head as one of the Deputy Heads of the Ukrainian part of the Committee on Institutional Development and Implementation of Twinning, TAIEX and SIGMA Programmes and to enter the Director of Twinning Programme Administration Office to the Committee's Ukrainian part as its member.

The implementation of the Resolution No.625 "On Amending art.6 of the Regulations on the Ukrainian Part of the Committee for Cooperation between Ukraine and the European

Communities (European Union)" of the Cabinet of Ministers of Ukraine dd. 13 April 2007 resulted inter alia in participation of the MDCSU's Head and Twinning Programme Administration Director in the 10th meeting of the Ukraine-EU Cooperation Committee held 20 November 2007 in Brussels (Kingdom of Belgium). The meeting addressed the pressing problems related to the implementation of Twinning instrument in Ukraine and the solutions, in particular, the importance of Twinning and TAIEX for institutional development of central executive authorities of Ukraine was accented.

On 22 June 2007, the interdepartmental meeting on the status and prospects of Twinning instrument implementation in Ukraine against the priorities set in the Ukraine – EU Action Plan was held. The meeting was focused on developing the Ukrainian part's common position on the relevant issues of Twinning instrument implementation in Ukraine, which will require decisions of the European part.

Thanks to the above achievements, Ukraine was invited by the European Commission to present its experience in Twinning applications at the Twinning introduction workshops in Moldova (24–25 October 2006), Armenia (27 November 2007) and Georgia (29–30 November 2007).

As Ukraine is the first among Tacis countries possessing the experience of launching Twinning instrument, entering into first Twinning contract and start-up of practical implementation of the first Twinning projects, towards strengthening and developing the cooperation between the above countries, skill sharing in the sphere of institutional development, generating the common vision of the best use of Twinning, TAIEX and SIGMA institutional development instruments in the forthcoming future and drafting the proposals for the European Commission and the national governments on improvement of the approaches and procedures to apply the institutional development instruments, Ukraine initiated annual conferences of the Black Sea region countries on Twinning (Azerbaijan, Armenia, Georgia, Moldova and Ukraine). The conferences were held on 17–18 December 2007 and 25–26 September 2008 by the Main Department of the Civil Service of Ukraine/Twinning

Programme Administration Office under support of the Government of Ukraine and the European Commission.

To ensure new institutional capacity building throughout the civil service system, the Twinning Programme Coordination Group held three meetings in 2008. The management of the Vice Prime Minister of Ukraine Service, the Main Department of the Civil Service of Ukraine, representatives of the Ministry of Foreign Affairs of Ukraine, the Ministry of Economy of Ukraine and officials of the European Commission Delegation to Ukraine were present at the meetings and discussed the procedures of Twinning instrument use in Ukraine, adequate programming for Twinning project identification, updating of Twinning project indicative list and stirring up cooperation with public administration bodies of Ukraine. They also addressed the problems related to Twinning applications and took the decision to tackle them.

11th meeting of the Ukraine-EU Cooperation Committee was held on 20 November 2008. The meeting, in particular, address the status of Twinning, TAEX and SIGMA institutional buildings instruments and entering governance and administrative reform issues for consideration in the framework of the Ukraine-EU Cooperation Committee.

In 2008, the range of actions on standardizing and improving the procedures of Twinning instrument application, in particular, the range of recommendation nature documents, regulatory acts were drafted including the detailed manual on Twinning instrument use in Ukraine, Methodological Recommendations on Twinning Instrument Use in Ukraine (approved by MDCSU's order No.175 dd. 01 July 2008), Twinning PAO internal procedures manual, draft manual on Twinning project monitoring, recommendations for permanent consultants of Twinning projects, Regulations on Twinning Project Preparation Monitoring in Ukraine (approved by MDCSU's order No.191 dd. 11 July 2008, registered with the Ministry of Justice of Ukraine No. 907/15598 dd. 29 September 2008).

In pursuance of resolution No.20 on the minutes of the meeting of the Ukrainian part of

the Ukraine-EU Cooperation Committee dd. 29 May 2008 and commission No. 27702/29/1-08 issued by the Cabinet of Ministers of Ukraine, MDCSU has drafted the resolution of the Cabinet of Ministers of Ukraine "On Amending the Procedure of organizing Activities on preparation and Implementation of Twinning Project in Ukraine" approved on 1 October 2008 by the Government of Ukraine (Resolution No.868 of the Cabinet of Ministers of Ukraine dd. 01 October 2008). This regulatory act contains a systemic approach to annual programming and regular monitoring of Twinning projects. Implementation of the said approach in practice will encourage compliance of Twinning projects with the national priorities in public sector reforms.

To strengthen institutional capacity of public administrations to effectively use Twinning building instrument, Twinning Programme Administration Office provided the training events, in particular, "Twinning Project Implementation and Monitoring" workshop (28 February 2008), "Improving the Preparation and Implementation Standards of Twinning Projects in Ukraine" workshop-training (21 November 2008).

The approximate list (including public administrations' proposals) numbers 33 Twinning projects. There are 27 projects in the Twinning Work Plan (projects being prepared and implemented):

- 10 Twinning projects in the spheres of electricity market regulation, civil aviation, norms and standards, competition policy, accreditation, space technologies, public internal financial control, transport and internal affairs are at the implementation stage;
- 2 Twinning projects in justice and gas market regulation are at the stage of Twinning contract preparation;
- 4 Twinning projects in investment policy, civil service, monetary policy, sanitary and phytosanitary measures are at the call for proposals stage.

In 2008, Twinning Programme Administration Office hosted the delegations from Armenia, Azerbaijan, the Netherlands, and Spain. The representatives of Twinning Programme

Administration Office took part in the following international events: annual conference “Institutional Capacity Building Instruments” (Cairo, Egypt, 13–14 May 2008), annual meetings on Twinning and TAIEX institutional building instruments application (Brussels, Kingdom of Belgium, 21–23 May 2008), Conference dedicated to completion of the first four Twinning projects in Morocco (Rabat, Morocco, 12–15 June 2008), annual workshop of Danish ministries and institutions involved in Twinning EC Programmes (24–26 August 2008, Copenhagen, Kingdom of Denmark), international workshop “Implementation of the Directive of the European Commission 96/61/EC on the comprehensive prevention and control over pollution with the support of the Twinning projects” (Berlin, Germany, 29-31 October 2008), a study tour to the Slovak Republic (Bratislava, Slovak Republic, 12-15 November 2008), and an international conference dedicated to the development of cooperation within the framework of the Twinning institution building instrument (Warsaw, Poland, 1-4 December 2008).

Implementation of TAIEX European Institutional Building Instrument

In 2006, Ukraine became the first beneficiary among the TACIS countries of the European Commission’s foreign assistance instrument – TAIEX (*Technical Assistance Information Exchange*) that ensures provision of short-term technical assistance on bringing the national legislation up to the EU norms and standards and its further fruitful exercise.

Technical Assistance Information Exchange (TAIEX) instrument was established by the General Directorate of the European Commission in 1996 as the programme intended to assist the candidate-countries to fast address the introduction of the EU legislation (*acquis communautaire*).

The Official decision 206/62/EC approved in February 2006 created the legislative framework to extend TAIEX instrument to cover the European Neighbourhood Policy countries.

The formal launch of TAIEX in Ukraine started on 22 November 2006 during the workshop-training for Ukraine’s civil servants organized by

the Twinning Programme Administration Office on behalf of MDCSU jointly with the European Commission’s General Directorate for Extension and the European Commission’s Delegation to Ukraine.

In 2008, the framework was formed for a systemic approach in engaging the European Commission’s external assistance under TAIEX and extension of this instrument to cover all public administrations of Ukraine. To this end:

- an interdepartmental meeting on TAIEX instrument application chaired by the Vice Prime Minister of Ukraine was held (7 February 2008);
- Resolution “On Approval of the Procedure of Preparing and Implementing a Plan of Engaging External Aid of the European Commission within the TAIEX Framework” No.316 of the Cabinet of Ministers of Ukraine was issued on 9 April 2008;
- Plan of Engaging External Aid of the European Commission within the TAIEX Framework for the second half of 2008 was drafted and approved (166 proposals from 46 public institutions);
- TAIEX Action Plan of Training the Personnel Involved in Preparing Euro 2012 for 2009 was developed (eight proposals);
- Plan of Engaging External Aid of the European Commission within the TAIEX Framework for the first half of 2009 was drafted and approved (159 proposals from 47 public institutions).

To organize the implementation of Resolution “On Approval of the Procedure of Preparing and Implementing a Plan of Engaging External Aid of the European Commission within the TAIEX Framework” No.316 of the Cabinet of Ministers of Ukraine dd. 9 April 2008 and to strengthen public administrations’ institutional capacity in effective application of TAIEX institutional building instrument, MDCSU / Twinning Programme Administration Office held the range of events, specifically:

- 24 April 2008 – a seminar/working meeting “Specifics of Applying the Procedure of Preparing and Implementing the Plan of Engaging External Aid of the Europe-

- an Commission within the TAIEX framework" endorsed by resolution No. 316 of the Cabinet of Ministers of Ukraine dd. 9 April 2008;
- 6 June 2008 – a working meeting "Preparation of the Draft Plan of Engaging External Aid of the European Commission within the TAIEX Framework for the Second Six Months of 2008";
 - 25 July 2008 – a working meeting on implementing the Plan of engaging external aid of the European Commission within the TAIEX framework for the second half of 2008.

During the training events, the Procedure of Preparing and Implementing a Plan of Engaging External Aid of the European Commission within the TAIEX Framework was elucidated and recommendations were offered on its implementation.

To provide consulting assistance in filling of TAIEX application forms, presenting the procedure of approving the applications and organizing TAIEX events, MDCSU conducted individual consultations between 20 August and 5 September 2008 with every institution on the Plan of Engaging External Aid of the European Commission within the TAIEX Framework for the Second Half of 2008.

Thanks to the events held by MDCSU / Twinning Programme Administration Office in 2008, the number of TAIEX applications from Ukraine's public administrations submitted to the European Commission grew (14 applications were submitted to EC in 2006, 22 applications in 2007, 31 applications in 2008) evidencing the raised awareness and interest among the Ukrainian central executive authorities to apply TAIEX. Moreover, the Ukraine's public institutions demonstrated significantly higher capacity to generate proposals and higher quality of TAIEX application forms prepared.

During September 2006 – December 2008, more than 1473 representatives of Ukraine became beneficiaries of TAIEX activities (both outside and inside Ukraine) in the following areas:

- freedom, safety and justice (18 events);
- domestic market (29 events);

- transport, environment and power industry (24 events);
- agriculture and food safety (17 events).

Although so far TAIEX instrument has been applied in Ukraine for the short period (the second year of the instrument introduction completed in September 2008), EC has recognised for the second time the Ukraine's leadership among the European Neighbourhood Policy countries by the number of beneficiary institutions' representatives who participated in TAIEX actions during 2006–2008 (237 Ukrainian participants in 2006, 866 participants in 2007, 370 participants in 2008).

Cooperation with Partner Countries and International Organisations

During 2004–2008, the Main Department of the Civil Service of Ukraine was actively cooperating with partner countries. The analysis of the MDCSU international cooperation dynamics should take into consideration a gradual enhancement of cooperation until 2007 and a relative decline observable in 2007–2008. On the other hand, it should be noted that eight international agreements (in three of which the Main Department of the Civil Service of Ukraine is a beneficiary of three international technical assistance projects mentioned above) were signed during 2007–2008, whereas seven were signed during 2004–2006.

In 2005, an especially intense cooperation took place with the Republic of Poland. In 2006, partnership activated with the Republic of Latvia, the Lithuanian Republic and the French Republic. In 2007, collaboration intensified with Ireland, the Kingdom of Denmark, the Republic of Tadjikistan and the Republic of Krichizia, and in 2008 – with the Republic of Azerbaijan, Italy, the Republic of Poland and Canada.

Intensive cooperation steadily continued with Canada, the Republic of Poland and the French Republic in 2004–2008.

During 2004–2008, the Main Department of the Civil Service of Ukraine developed active cooperation also with international organisations .

In 2004, intense cooperation started between the Main Department of the Civil Service of Ukraine and the World Bank. On 17 February 2004, the MDCSU and the World Bank jointly conducted an international conference “Development and Modernization of Public Service as a Component of Administrative Reform in Ukraine” with participation of the CMU, donor countries and international organisations. The international conference resulted in a Memorandum of Mutual Understanding signed by the CMU and the IBRD on 27 May 2004.

David Richards’ research mission took place from 22 November till 7 December 2005. The mission produced “The Report for the Ministry of Economy of Ukraine – Recommendations for Civil Service Job Classification and Pay Reform to Promote Equity and Performance” developed in December 2005. The mission was supported by the World Bank under the Second Development Policy Loan project.

On 14 October 2005, a seminar “Civil Service Professionalisation through Professional Training and Staff Management System Development” took place where World Bank experts Desmond Kelly (Ireland) and Lars Aker (Sweden) presented reports entitled “Assessment of Civil Servants Professional Training System” and “Assessment of HR Management System” respectively. The reports touched upon issues of the need for civil servants’ training, the most important trends of staff training and institutional activities related to professional training management.

A working meeting of the Head of the Main Department of the Civil Service of Ukraine and the World Bank Director in Ukraine, Belarus and Moldova took place within the framework of the Civil Service Institutional Development and Modernization project on 14 March 2007. The World Bank Director expressed the readiness to consider a possibility to include the project into the new World Bank-Ukraine partnership strategy. Working meetings with World Bank consultants took place in November 2007. The World Bank carried out a preliminary consideration of the list of institutional projects to be supported within the framework of the new World Bank-Ukraine partnership strategy for 2008–2011. In

compliance with this list, the Civil Service Institutional Development and Modernization project is to be included into the Loan Program for the Fiscal Year 2010.

In 2006 and 2007, the MDCSU represented Ukraine at the 6th and the 7th UN Global Forums.

In 2008, the MDCSU represented Ukraine in the BSEC Task Force on Institutional Development and Proper Governance (28–31 October and March 26–29 2008), as a permanent observer at meetings in the Committee on Public Administration of OECD (17–18 April and 21–24 October 2008), EUPAN conference (19–20 December 2008).

4.3. ACHIEVED OUTCOMES

Outcomes of the cooperation of the Main Department of the Civil Service of Ukraine with international partners have been represented in a new quality of law-creating activity in the sphere of civil service and public administration, which reflects best world, and first of all, European practices, as well as active and effective dissemination of European tools of institutional development (Twinning, TAIEX, SIGMA); establishment of the Center of Assistance to Institutional Development of Civil Service (the Center for Adaptation of Civil Service to the Standards of European Union from June 2008); creation of the School of High Corps of the Civil Service; establishment of the Council of Leaders of HR Services of Central Executive Power; starting of a competition among executive authorities for improvement of the quality of public services.

In pursuance of Decrees of the President of Ukraine dated 20 January 2006 No.39 “On the Action Plan for the Honouring by Ukraine of its Obligations and Commitments to the Council of Europe” and dated 20 February 2006 No.140 “On the Concept of Development of Legislation on Civil Service in Ukraine”, as well as Order of the Cabinet of Ministers of Ukraine dated 26 April 2007 № 238-p “On Approval of Measures to Implement the Ukraine – EU Action Plan”, the Main Department of the Civil Service of Ukraine developed a draft Law of Ukraine “On Civil Service”

(new revision). The Law is aimed at creating in Ukraine a professional, politically neutral European-style civil service. The Law is focused on raising independence and professionalism of civil servants and reforming the system of their remuneration. The draft Law of Ukraine "On Civil Service" (new revision) will be submitted to the Cabinet of Ministers of Ukraine before the end of the first half-year 2009.

In 2005 the Main Department of the Civil Service of Ukraine and the Ministry of Justice started joint work on the draft Law of Ukraine "On Respectable Conduct of Persons Authorised to Perform Public Functions" The draft Law development was referred to Decree of the President of Ukraine No.1615 dated 18 November 2005 "On Urgent Measures to Dethadow the Economy and Counteract Corruption" and No.39 dated 20 January 2006 "On the Action Plan for the Honouring by Ukraine of its Obligations and Commitments to the Council of Europe" and Meeting People's Needs CMU Activity Program approved by Government Resolution No.324 dated 06 May 2005. The first version of the draft Law was developed in June 2007. In September – December 2007 the draft Law was proposed for public discussion where over 950 suggestions were developed.

On 28 February 2008, the draft Law was officially submitted to the Cabinet of Ministers of Ukraine and on 1 April 2008 it was considered and approved by the meeting of the Government Committee on Legal Policy, Defence and Law-Enforcement Activity. On 1 October 2008, the draft Law was considered by the meeting of the Committee on State Building and Local Self-Government of the Verkhovna Rada of Ukraine, which resulted in recommending the Verkhovna Rada to take the draft Law as a basis. The draft Law is aimed at establishing common requirements for the conduct of persons authorised to perform public functions, conflict of interests avoiding standards as well as for receiving and giving presents.

The draft Law of Ukraine "On the Conflict of Interests on Civil Service and Service in the Organs of Local Self-Government" was developed in pursuance of item 109 of the Tentative Plan of Law-Drafting Activities for 2008 approved

by the Order of the CMU dated 26 March 2008 No.534-p, and aiming at implementation of provisions of Conception of Overcoming of Corruption in Ukraine "On a Way to Respectable Conduct" approved by Decree of the President of Ukraine dated 11 September 2006 No.742. The objective of the Law is to provide a legislative framework for the conflict of interests notion and to outline rules of preventing and means of regulating conflict of interests in civil servants' activity. Lack of regulation of the specified issue at the legislative level is among the obstacles in ensuring objective and unbiased activity of civil servants, which also does not enable efficient prevention of corruption aspects at civil service.

The Ukraine-EU Action Plan was implemented in December 2005 within the framework of the dissemination of the Twinning institutional development project in the part of "Standards, Technical Regulation and Conformity Assessment (harmonized with the EU sphere)".

Another Twinning project was focused on support to the Civil Service of Ukraine for Aviation Safety Supervision in obtaining full membership in the Joint Aviation Administration (JAA).

The Twinning project also provides support to the National Energy Regulation Committee in implementation of best practices in energy sector regulation and market development.

Successful implementation of the Twinning project will contribute to creating a competitive environment in Ukraine, increasing Ukraine's investment attractiveness, which will undoubtedly result in a larger capital inflow in economy.

The Twinning project provides for supporting by French and German Space Agencies of Ukraine's ratification of the Convention on International Interests in Mobile Equipment signed in 2001, which establishes an international legal regime for mobile equipment that can be subject to cross-country transportation.

The Twinning project is a powerful resource to maintain Ukrainian Government's actions on implementing its commitments in elaborating the Concept of development and restructuring of the system of public financial control and audit in Ukraine, creating a relevant regulatory

and legislative framework, gradual harmonization with internationally acknowledged standards (IFAC, IIA, INTOSAI) and methodologies as well as with the EU best practice for control and audit of public revenues, expenditure, assets and liabilities (the Ukraine – EU Action Plan).

The European Commission has for the second time consecutively acknowledged Ukraine's leadership among countries for which the European Partnership Policy is extended, in terms of a number of beneficiary bodies' representatives that took part in TAIEX activities in 2006–2008 (237 Ukrainian representatives in 2006, 866 in 2007, and 370 in 2008).

The evaluation of six public administration spheres relevant to SIGMA basic indicators has underlain the development of further activities on administrative reform and assurance of a new quality of public administration in Ukraine. The evaluation has made possible to track certain positive shifts in such spheres as administrative legislation, expenditure management, public procurements, civil service and administrative justice.

SIGMA recommendations in administrative legislation and civil service were partly taken into consideration in the Law of Ukraine "On the Cabinet of Ministers of Ukraine" adopted in 2007.

Recommendations of SIGMA experts in the sphere of public policy planning and coordination were also considered at a large extent in the new CMU Regulations approved by Resolution of the Cabinet of Ministers No.950 on 18 July 2007. The Regulations establish the procedure of the Cabinet of Ministers' activity, specifies functions of the Prime Minister, the First Deputy Prime Minister, Deputy Prime Ministers, Ministers of the Cabinet of Ministers Secretariat, outlines organisational grounds of governmental committees' activity, preparation and adoption of government decisions.

With regard to SIGMA recommendation in public procurement sphere in terms of providing efficiency, transparency and economic expediency of public procurements, in March 2008 Ukraine cancelled the Law "On Procurement of Goods, Works and Services for State Funds" and, accordingly, liquidated the Tender Chamber. The Tender Chamber authorities cre-

ated conditions for abuse and strong pressure on clients and tenderers, which significantly threatened to destroy the public procurement system reliability. Subsequently, the liquidation of the Tender Chamber has become an important step forward in preventing corruptive manifestations and adapting the Ukrainian legislation to best international practices.

SIGMA recommendations in the sphere of internal financial control were taken into consideration in approved CMU Order No.158-p dated 24 May 2005 "On Approval of the Internal Financial Control Concept".

5. Problems

5.1. INTERNAL PROBLEMS

One of the problems consists in the necessity of better informing structural divisions and local offices of the Main Department of the Civil Service of Ukraine on goals and trends of international cooperation, available opportunities and perspectives of bi- and multilateral cooperation of the MDCSU with foreign partners.

It is necessary to make sure that structural divisions and local offices of the Main Department of the Civil Service of Ukraine perceive international examination and other international cooperation instruments as intellectual resources of development of civil service and public administration in Ukraine, which could be reasonably and usefully applied to everyday activities.

There is also a need to intensify mechanisms of control and reporting on practical implementation of experience acquired within the international cooperation framework.

International cooperation should be planned in accordance with priority activities of the Main Department of the Civil Service of Ukraine for a relevant year.

Consolidation is need for the institutional memory of international cooperation of the Main Department of the Civil Service of Ukraine, the system of accumulation, arrangement, analysis and use of the obtained outcomes to provide further development.

5.2. EXTERNAL PROBLEMS

The key problem in the international cooperation activity of the Main Department of the Civil Service of Ukraine is the shortage of financial resources available with negotiating parties to implement already achieved agreements.

According to the Accounting Chamber of Ukraine, unprofessional staff, uncontrolled and irresponsible beneficiary ministries, other central and local executive bodies in Ukraine lead to the failure in meeting terms of international technical assistance projects and cancellation of technical assistance, which was the case for USD 5 million aid in 2006.

A problem is also caused by changing foreign political priorities of the country or a partner organisation, structural and political shifts in partner countries' governments.

Opportunities ensured by provisions of bilateral agreements concluded by the Main Department of the Civil Service of Ukraine and the Government of Ukraine and initiated by the MDCSU are being insufficiently implemented. Insufficient is also Ukraine's presence, activity and expertise in international organisations dealing with issues of civil service and public administration.

Planning of financial and human resources available in four international technical assistance projects whose beneficiary is the Main Department of the Civil Service of Ukraine remains insufficiently related to the mid- and long-term planning of the MDCSU and determination of its priorities.

6. Challenges

6.1. NEW OPPORTUNITIES

Strategic purpose of the Ukrainian Government related to raising Ukraine's living standards up to the European level will involve gradual adaptation of all country's social and political spheres of life to the European Union standards. In this context, the sphere of civil service and public administration is rather sensitive. Expanding and deepening the bilateral dialogue in the area of civil service is one of the important factors of Ukraine's European and

Euro Atlantic integration. In view of this, a great significance is attached to intensified relationship between Ukraine, on the one hand, and European and North American countries, on the other hand. The development of such partnership will enable Ukraine to continue adaptation to modern technologies and new standards of civil service and public administration.

As an example, activated cooperation with the Kingdom of Denmark is important in a sense that the latter will be presiding in the EU Council from January to June 2010. The Kingdom of Spain possesses a separate executive body dealing with the maintenance of personal records of civil servants in electronic format, which is of interest to Ukraine. Among other partner countries of the Main Department of the Civil Service of Ukraine, the Republic of Poland will be presiding in the EU Council from July to December 2010.

Enhanced collaboration with the French Republic, which is among EU country founders, will provide Ukraine with additional arguments in the negotiations on its future EU entry talks. While presiding in the EU, France initiated Ukraine's invitation to participation in the EU-PAN conference.

The bilateral cooperation with the countries of the North America (Canada and the USA) is aimed at the study, analysis and implementation of the experience in the sphere of administrative reform and HR management in civil service. Cooperation with Canada and the USA is important since these countries are powerful members of the G7/G8.

Thus, new opportunities in development of the bilateral cooperation with Canada opened after the state visit of the President of Ukraine to Canada on 26 May 2008 and the signing of the Memorandum of Mutual Understanding between the Ukrainian and Canadian Governments. The visit of such level has taken place for the first time in the 10 recent years.

The inauguration of a new US President Barack Obama on 20 January 2009 created a chance for implementation of Order of the Cabinet of Ministers of Ukraine No.235-p dated 26 April 2007 "On Signing an Agreement between the Governments of Ukraine and the United

States of America on Cooperation in the Sphere of Public Administration and Civil Service” and for signing this Agreement.

Ukraine’s achievements in the sphere of civil service and public administration reforming will enable disseminating the national experience to promote democratization and stabilization processes in the post-Soviet countries (especially in the Southern Caucasus and the Central Asia). Cooperation with the countries of the above-mentioned region will contribute to the enhancement of Ukraine’s international standing. Development of partnership in the civil service sphere with the specified countries will be promoted by intense activity of the Organisation for Democracy and Economic Development (GUAM) and Ukraine’s aspiration to become a leader in the Black Sea region and an active player in providing alternative energy supply to the European countries.

Cooperation with the countries of Middle and Far East will allow Ukraine to use positive experience of the Asian countries, states with other cultural view on the development of civil service and public administration. Important is cooperation in civil service and HR management with the People’s Republic of China, which is one of the leaders of the four BRIC countries (Brazil, Russia, India and China).

One of the major objectives of international cooperation in the civil service sphere is an enhanced and active participation of Ukraine in international organisations.

Ukraine attaches an especial significance to the BSEC as an organisation that raises Ukraine’s status in possible EU entry talks. From May 2007 till April 2009, the Greek Republic will act as a country coordinator of the BSEC Task Force on Institutional Development and Proper Governance. Cooperation with the Republic of Greece opens new opportunities for Ukraine as a claimant upon a role of the next country coordinator of the BSEC Task Force. A semi-yearly chairmanship of Armenia in the BSEC from 1 November 2008 till 30 April 2009 also opens new opportunities for Ukraine in an enhanced cooperation with this country. Enhancement of Ukraine’s experience in civil service reform and public administration system evaluation

among BSEC countries and implementation of common initiatives corresponds to external political interests of Ukraine and will strengthen its influence on the BSEC development and functioning processes.

In 2008, the European Commission will take a decision on an opportunity to use SIGMA instrument by EU neighbouring countries in 2008–2011. Active use of the provided opportunity by Ukraine will give a chance to engage leading European experts with the purpose to adapt spheres of administrative legislation and administrative justice, expenditure management, control, internal and external audit, procurements, civil service, policy coordination and regulatory management to the UE standards.

In late 2008, the EU was proposed to sign an Agreement on Association with Ukraine, the Republic of Belarus, the Republic of Armenia, Georgia and the Republic of Azerbaijan. Such consolidation of the Eastern vector of the European Neighbourhood Policy (ENP) opens new opportunities for Ukraine as a country that claims for Eastern European leadership.

An inauguration summit of EU “Eastern Neighbourhood”, a consolidated Eastern vector of the EU neighbourhood will take place in May 2009. Ukraine acts as a key country member of the “Eastern Partnership”.

6.2. RISKS

One of the risks in the sphere of international cooperation exists in the absence of the political will for the adoption of the Law of Ukraine On the Civil Service (a new version) in the nearest future. This discredits Ukraine in the opinion of the international partners in administrative reform.

Other risks include slowing down, from 2008, of the European and Euro-Atlantic integration of Ukraine; weakening and inactive role of Ukraine in the international organizations dealing with the issues of the civil service and public administration; and significant cutting down, beginning from 2009, of expenditures of the State Budget of Ukraine in result of the world financial crisis.

7. Expected Outcomes

1. An important result of international cooperation of MDCSU due to implementation of this Strategy should be extended representation and strengthened role of Ukraine in international organizations dealing with issues of the civil service and public administration, as well as Ukraine's acquiring of the status of coordinating country within the BSEC Working Group on Institutional Development and Proper Administration.

We expect that cooperation of MDCSU with OECD will result in extension of the status of permanent observer within OECD Public Administration Committee upon completion of the first term in December 2009 and acquiring the status of permanent membership in the Committee in the future.

European Institute of Public Administration (EIPA) is one of the leading European training centers in the sphere of civil service. Acquiring associated membership within EIPA is strategically important for Ukraine.

EU Public Administration Network (EUPAN) is a platform for exchange of experience and opinions for improving the state and increasing competitiveness of public administrations of the EU member-countries, as well as quality of services rendered by them. Cooperation of MDCSU with EUPAN is expected to result in acquiring by Ukraine of the status of EUPAN observer.

Relations of Ukraine with EU will be deepened in the context of the final stage of negotiations on conclusion of the Association Agreement between Ukraine and EU.

2. Completing implementation, monitoring and assessment the outcomes of the following projects:
 - joint project with the IrishAid/UNDP "Support to Civil Service Reform in Ukraine",
 - joint project with the Ministry of Foreign Affairs of Denmark "Technical Support to Public Sector Reforms in Ukraine",
 - joint project with the Canadian Government "Ukrainian Civil Service Human Resource Management Reform"

3. Increasing institutional capacity of MDCSU concerning involvement and use of international technical assistance. Preparing and implementing joint World Bank project "Institutional development and modernization of the civil service."

4. Relations with the USA will be developed in the context of Ukraine – USA Strategic Partnership Charter, which was signed on December 12, 2008, and which also contains provisions about support to initiatives on effectiveness of the public administration and anti-corruption activities. Implementation of the action plan for realization of Component 3 "Application of ethic and administrative standards and administrative control over such implementation" of the Agreement between the Government of Ukraine and Government of the United States of America on the Strategic Task of Implementing the Program for Reducing Corruption in the Public Sector.

Relations with Canada will be developed within the framework of international conference of the top-managers of the central executive bodies of the world leading countries, which was held on September 4–5, 2009 in Kyiv.

5. International cooperation of MDCSU with countries of Southern Caucasus and Central Asia shall result in practical exchange of experience for expanding and promoting European democratic administration values in the region.

Besides, cooperation with countries of Southern Caucasus is expected to strengthen the status of Ukraine as a regional leader, which would provide new arguments in negotiations on Ukrainian membership in EU.

6. The important results of international cooperation of MDCSU should also include practical implementation of annual action plans with partner countries and international organizations for the period of 2009–2011.

8. Further Steps

Achievement of the abovementioned results of international cooperation by MDCSU of Ukraine requires taking practical steps in cooperation.

For the purpose of extending representation and strengthening role of Ukraine in international organizations dealing with issues of the civil service and public administration, MDCSU should take the following steps:

- 1) actively participate in the meetings of the Public Administration Committee of the Organization for Economic Co-operation and Development (hereinafter – OECD Committee) and work of the OECD Committee. The status of the permanent observer within OECD Committee was granted to Ukraine from February 2008 till December 2009;
- 2) borrow experience from the Greek Republic as a coordinating country of the Working Group on Institutional Development and Proper Administration of the Organization of Black Sea Economic Cooperation (hereinafter – BSEC Working Group) for the purpose of acquiring in May 2009 of the status of coordinating country of BSEC Working Group. Greek Republic has been acting as a coordinating country of BSEC Working Group from May 2005 to April 2009 for two successive terms and actively uses BSEC mechanism for ensuring national interests in the public administration sphere;
- 3) develop regulatory and legal base for cooperation with the European Institute of Public Administration (hereinafter – EIPA) concerning annual payment of membership fees for the purpose of acquiring the status of associated EIPA member;
- 4) cooperate with EU Public Administration Network (EUPAN) within the framework of acquiring the status of EUPAN observer concerning organization of trainings, seminars and consultations on the quality of delivered public services and development and implementation of new innovative instruments in the sphere of public administration, exchange of experience, opinions and best practice in the sphere of electronic

administration, as well provision of consultations on public administration by experts of EUPAN institutes and schools.

MDCSU will deepen and tailor-up cooperation with countries of Southern Caucasus and Central Asia, taking into account strengths and weaknesses in in the sphere of civil service and public administration, through preparation of annual practical action plans during 2009–2011 and regular reporting on the implementation.

For the purpose of practical exchange of experience with countries of Southern Caucasus and Central Asia and aiming to expand and promote European democratic administration values in the region, as well as strengthening the status of Ukraine as a regional leader, MDCSU should take the following steps:

- 1) exchange information and delegations among related governmental institutions in the countries of Southern Caucasus and Central Asia;
- 2) coordinate joint actions with countries of Southern Caucasus and Central Asia within international organizations in the sphere of civil service and public administration, as well as activate working contacts with partner countries in the region.

Taking into account cutting down public administration expenditures in connection with the financial crisis, we must activate search for the resources, including those from different small grant programs, for financing cooperation on the framework of concluded international agreements.

SECTION II. BILATERAL COOPERATION AND PARTICIPATION IN INTERNATIONAL ORGANIZATIONS

1. Europe

United Kingdom of Great Britain and Northern Ireland

Context. In 1973 United Kingdom of Great Britain and Northern Ireland became a member of the European Economic Community (EU predecessor). United Kingdom is a member of G8, OECD, NATO, WTO, Commonwealth of Nations. It takes part in the Security Council Board.

The so called "British (Westminster's) model" of the civil service – is a model concerned institutional separation between civil service and any political activity. The similar model of the civil service is functioning in Canada. In Great Britain civil servants work in 23 departments and 63 government agencies.

In 2008 the new strategy for the civil service development in Great Britain was adopted – *Promoting Equality, Valuing Diversity: A Strategy for the Civil Service*.

Aim and main directions. Cooperation priorities: maximization of narrowness of the civil service sphere, concentration of its functions on the state policy production, public service «privatization», political and administrative positions division (permanent secretary position functioning in Ministries), National School of Government functioning.

What is done. On 5 May, 2006 the Memorandum of Mutual Understanding between Ukrainian Government, Department for International Development of United Kingdom and Swedish International Development Cooperation Agency was signed. Ministry of Foreign Affairs of United Kingdom of Great Britain and Northern Ireland together with Swedish Agency of International Development supported such initiatives of the Main Department of the Civil Service of Ukraine as arrangement of public administration assessment concerned SIGMA basic indexes and realization of the project aimed on creation of Policy Analysis Groups.

In 2007 Main Department of the Civil Service of Ukraine cooperated with London Metropolitan University, which was the executor

of specialized programs for civil servants of Ukraine aimed at improving their qualifications. Such programs were financed by the Ministry of Foreign Affairs of the United Kingdom of Great Britain and Northern Ireland. In January of the same year the Advisory Board of the project was created, its main principles were determined and personnel was appointed.

In March 2007 in the premises of National University «Kyiv-Mogylanska Academy» the first study workshop took place. It was dedicated to the professional training of teachers for European Integration Programs. By the end of the following year all events in the framework of the project, including the summary workshop, were held.

On 21 April, 2008 Deputy Head of the Main Department of the Civil Service of Ukraine had a work meeting with Steven Glover, Special Advisor to Ministry of Defense of Ukraine from United Kingdom of Great Britain and Northern Ireland.

On 20 May, 2008 work meeting with Steven Glover was held by Acting Head of the Center for Institutional Development of the Civil Service.

Problems. In 2008 cooperation between Ukraine and Great Britain in the field of Public Service was not active enough.

Challenges. Borrowing of political and administrative positions division.

Cooperation expected results. Narrowness of the civil service sphere in Ukraine, concentration of its functions on the state policy production. Studying of the National School of Government functioning.

Next steps. Search for contacts for cooperation activating (2nd half 2009).

The improvement of contacts of School of Senior Civil Service and National School of Government (2nd half 2009).

Activation of cooperation between Great Britain and Ukraine in the field of Civil Service and Public Administration (2010).

Hellenic Republic

Context

Diplomatic relations between Ukraine and Greece, which was established on January 15, 1992, attained today the high level of mutual understanding on many questions as on bilateral cooperation so in the framework of international institutions. Thus Ukraine and Greece actively continue constructive cooperation in authoritative international and regional organizations, such as UN, Council of Europe, OTAN, OSCE, BSEC. Among the most bright evidences of such co-operation, in particular, is that exactly during Greece chairmanship in EU and at its active support in 1994 the Agreement on partnership and cooperation between Ukraine and EU was signed. Since then Greece actively assist in development of cooperation between Ukraine and EU favorably refer to Ukraine's Eurointegration aspiration.

Also take place an active cooperation with Greece at regional level within the framework of BSEC (in the context of Greece chairmanship in BSEC in the first half of 2005). Thus, from May, 2005 Greece become the co-ordinator of the BSEC Working group on institutional renewal and good governance (further – BSEC Working group) in the structure of which enters Ukraine. Experience of Greece can be useful in realization of intention of Ukraine to become the next co-ordinator of this BSEC Working group after plenary powers of Greece will be finished in April, 2009.

The civil service and public administration questions in Greece belong to the sphere of responsibility of the Ministry of Internal Affairs of Hellenic Republic.

In April, 2007 the First Deputy Head of the MDCSU of Ukraine was in Hellenic Republic with a working visit the purpose of the visit was participating in the ministerial meeting on good governance questions of BSEC member – states. Back than the first consultations about the signing of interdepartmental Agreement on cooperation in the sphere of civil service and administrative reform between the Main Department of the Civil Service of Ukraine and the Ministry of Internal Affairs of Hellenic Republic was conducted with this Ministry. After the mentioned

consultations the initiative of the MDCSU was supported.

Aim and basic directions.

The subject of interest of cooperation with Hellenic Republic is a study of experience about the introduction of new mechanisms of control and fight against corruption in the sphere of public administration, planning, co-ordination of policy and increase of effectiveness of public administration, e-governance, quality control system.

In these spheres there are many practices in Hellenic Republic, analogues of which are not in Ukraine as yet. In particular, interesting is experience of introduction in the public administration system of such institutions as:

- General inspector of public administration
- General register of services.

- Centers of citizens maintenance.

The National Center on the questions of public administration and local authorities.

Also experience of Greece testifies about the necessity to spare permanent attention to the quality control system. First of all it is generally accepted system in Europe – Common Assessment Framework (CAF).

What is done

On February, 20 – 22, 2005 the First Deputy Head of the MDCSU was with the working visit in Hellenic Republic with the purpose of participating in meeting of ministers of public administration and justice of BSEC members-states.

On June, 19–23, 2005 the representatives of the MDCSU took part in the international Forum "Strategy of modernization of public administration of the Balkan countries, East Europe and Commonwealth of Independent States" which was hold in Kozan, Hellenic Republic.

On June, 4 – 9, 2006 Ukrainian delegation took part in the first educational seminar on quality and efficiency of mutual relations between the state and society questions, which was hold with the support of BSEC.

On April, 2 – 4, 2007 the First Deputy Head of the MDCSU with the purpose of participating in the ministerial meeting on good governance questions of BSEC member-states, was with a working visit in Athens, Hellenic Republic.

Also by the MDCSU the draft Memorandum of cooperation in the sphere of civil service and administrative reform between the Main Department of the Civil Service of Ukraine and the Ministry of Internal Affairs of Hellenic Republic was prepared for signing in 2009.

Problems. Absence of the desired level of interest of Greece in cooperation with Ukraine. For example, Greek side approved the draft Memorandum during a year after its sending by Ukrainian side.

Challenges.

On March, 26 – 29 and on of October, 28 – 31, 2008 Ukraine took part in the meetings of the BSEC Working group on institutional renewal and good governance.

After successful Greece chairmanship in BSEC it was select as co-ordinator of the mentioned Working group. During 2008 year Greece successfully held sessions the Working group.

Taking into account that today Ukraine direct its' efforts to become the next co-ordinator of the BSEC Working group so except the basic spheres of cooperation the signing of the Memorandum will also promote the exchange of experience in this direction.

Expected results of cooperation.

The results of cooperation with Hellenic Republic will be the receiving of experience in the next directions:

new approaches to the control of activities of civil servants in public sector by creation of separate structure the functions of which will be the control after the proper observance of procedures, in particular after the displays of corruption; creation and functioning of Manual of services on the example of the General register of services, which will enable to systematize the list of services and will provide to the user the possibility to orient in the rights and duties, which the power bodies allotted. This e-governance instrument is based on development and creation of the web site, on which all services, proposed to the citizens, are collected as a list of functions of executive power bodies; facilities of co-operating with society, in particular, Centers of maintenance of the citizens. Such es-

tablishments which in Greece called the K.E.P., known in Ukraine as «Edyni Vikna». A difference is that K.E.P. implemented as an obligated structure for Greece, that unite as public services so municipal; improvement of quality control system at the basis of CAF model.

Next steps.

Signing of Memorandum of cooperation with the Ministry of Internal Affairs of Hellenic Republic in the first half 2009.

Establishing of relations with the National center of public administration and local authorities in 2009 which is subordinated to the Ministry of Internal Affairs of Hellenic Republic.

Within the framework of collaboration with the National center to study a question about the possibility of conclusion of Agreement on cooperation with Center for Adaptation of the civil service to the standards of EU in 2010 year.

Involvement of trainers from Greece to hold the seminars in the School of Senior Civil Service.

Kingdom of Denmark

Context. In 1970 the administrative-territorial reform was realized in Denmark. In 1973 the Kingdom of Denmark joined EU. Starting from 2002 new administrative-territorial reform began, which was caused by the need of effectual government system changing and creation of the new structure of cooperation between citizens and executive bodies of the Kingdom of Denmark – central and local.

Two main preconditions lead to administrative-territorial reform realization:

- 1) the need to reconcile government style with the norms of European Charter of local self-government;
- 2) to approve the quality of local government work aimed at providing public services directly to citizens.

The result of reform realization – establishment of double-leveled system of Public Administration and allocation of duties between local and regional governments.

On 12 February, 1992 diplomatic relations between Ukraine and Kingdom of Denmark were established. Being straightforward on

playing a key role in EU Eastern enlargement, the Government of Denmark stay on the position of keeping the perspective of Ukraine membership in EU and providing differential approach in Eastern police of EU formation. Summit Ukraine – EU on 4 July, 2002 became one of the most important events in Ukrainian – Danish relationships.

Aim and main directions. At the beginning of 2006 Government of the Kingdom of Denmark made a decision about providing in the framework of European Neighborhood Policy (ENP) technical support for Ukraine in the aspect of Public Sector reforms.

Cooperation in the framework of such project is in progress on the following directions: revision and adoption of Law on Civil Service of Ukraine (new version); treatment of conception of Law on Conflict of Interests Regulation; creation of the National base of civil servants and officers with statutory authority of local self-government e-personal cases; treatment of further reform policy of civil service in Ukraine; conduction of functional reviews and treatment of system and structure project of executive bodies in Ukraine; support of Policy Analysis Groups (PAG) network activity; implementation of SIGMA recommendations; civil service training system reform.

The purpose of cooperation between countries is a successful implementation of project «Technical support of Public sector reforms in Ukraine» (2008–2009) and its realization during next few years.

What is done.

6 April, 2006 – work meeting between Head of the Main Department of the Civil Service of Ukraine and Head of the Department of Good-neighborhood Program in MFA of Denmark Anna Maria Espen Larsen took place.

5 May, 2006 – work meeting between Head of the Main Department of the Civil Service of Ukraine and Ambassador Extraordinary and Plenipotentiary of Kingdom of Denmark to Ukraine Uffe Anderson Balslev took place.

11 April, 2007 – Deputy Head of the Main Department of the Civil Service of Ukraine took part in the work meeting between with Minis-

ter of Cabinet of Ministers of Ukraine and Ambassador Extraordinary and Plenipotentiary of Kingdom of Denmark to Ukraine Uffe Anderson Balslev.

24 April, 2007 – work meeting between Director of Center of Institutional Development of the Civil Service together with Deputy Head of Administrative reform Department of Secretariat of Cabinet of Ministers of Ukraine and representatives of Ministry of Foreign Affairs of Kingdom of Denmark took place.

On 10 September, 2007 the Agreement about technical support of public sector reforms in Ukraine between Governments of Ukraine and Kingdom of Denmark was signed.

17–20 September 2007 – duty visit of Director of Center of Institutional Development of the Civil Service to Copenhagen (Kingdom of Denmark) took place. The aim of it – participation in Tender Committee of selection of the future technical support company-provider.

On 22 November 2007 the project «Technical support of public sector reforms in Ukraine» (DANIDA) officially started. It is financed by Ministry of Foreign Affairs of Kingdom of Denmark and is provided by Danish Consulting Company Rambøll Management in the partnership with Latvian company CPM Consulting Group.

3 April, 2008 – Head of the Main Department of the Civil Service of Ukraine hold the Steering Committee of the project «Technical support of Public sector reforms in Ukraine» (DANIDA).

On 5 June 2008 the International Conference «Public Sector Reforms in Ukraine – experience, challenges, risks» took place.

27 November 2008 – under the moderating of Deputy Head of the Main Department of the Civil Service of the 2nd Steering Committee of the project «Technical support of public sector reforms in Ukraine» (DANIDA) took place.

Challenges. Government of Denmark asided 13 billions euro for implementation public sector reforms in Ukraine. But because of political instability in Ukraine and the lack of competence ability beneficiary made a decision firstly conduct just a small project (with 1,2 billion euro asided funds)

Cooperation expected results.

Directions of technical support implementation:

- 1) Adoption of Law on Civil Service (new version); treatment of conception of Law on Conflicts of Interests Regulation and legal acts about implementation of such drafts;
- 2) National base of civil servants and officers with statutory authority of local self-government e-personal cases functioning;
- 3) Public Sector reforms in Ukraine;
- 4) functional review and treatment of system and structure project of executive bodies in Ukraine;
- 5) Policy Analysis Groups (PAG) network activity.

Next steps:

- 1) preparation of technical specifications for the new project of technical support (2nd half 2009);
- 2) beginning of the new project of technical support in the framework of cooperation between governments of Ukraine and Kingdom of Denmark (2010–2011).

Republic of Estonia

Context. In 2004 the Republic of Estonia became a member of EU. The Department of Civil Service of State Chancellery of Republic of Estonia is responsible for the field of civil service and Department of Civil Service carry about Public Administration in this state.

Estonian Public Service was established in January 1995 with adoption of the Civil Service Act in the parliament of Estonia – *Riigikogu*. Republic of Estonia has open position-based system of the civil service, which includes State Institutions and Municipality. Human Resources Management in the civil service in this country is decentralized. It is regulated by the Act of Working Contacts. There were 30 thousands of civil servants in Republic of Estonia in 2007. It is considered to develop more coordinative and analytical strategy planning and provide better regulation of the civil service in the state for next 2008 – 2013 years.³

³ Estonian Public Service – <http://www.avalikteenistus.ee/?id=10925>

Aims and main directions. Studying the experience of Republic of Estonia in fields of:

- 1) e-governance,
- 2) implementation of the system of Managing for Quality in Public Administration Bodies, in particular model «*Common Assessment Framework*» (CAF), which is used as an instrument of continual self-perfection. The experience of using such model is very useful for Ukraine, especially while paying attention to the fact that Main Department of the Civil Service of Ukraine was the initiator of implementation of system of Managing for Quality based on the ISO 9001:2000 standard in Public Administration Bodies of Ukraine.

What is done. Main Department of the Civil Service of Ukraine prepared the Project of Memorandum about cooperation with Department of Civil Service of Republic of Estonia. In 2007 році it was agreed with Ministry of Foreign Affairs of Ukraine and sent to Estonian side for working on.

Problems. Lack of interest from Estonian side in signing the Memorandum about cooperation.

Cooperation expected results. Implementation of best results of e-governance experience of Republic of Estonia in the field of Civil Service of Ukraine, implementation of CAF model in Main Department of the Civil Service of Ukraine.

Next steps. Send another one official letter to Department of Civil Service of State Chancellery of Republic of Estonia, in which to show the interest of Main Department of the Civil Service of Ukraine in cooperation development (2nd half 2009).

Sign the Memorandum about cooperation between Main Department of the Civil Service of Ukraine and Department of the Civil Service of State Chancellery of Republic of Estonia (2010).

Maintain cooperation between these two Institutions in the framework of Memorandum Realization Plan (2010 – 2011).

Study tours to Republic of Estonia (2010–2011).

Ireland

Ireland has a huge experience of civil servants' trainings. The Irish Institute of Public Administration is a partner of the Main Department of Civil Service of Ukraine. Therefore the priority of cooperation between Ireland and Ukraine is the introduction of trainings for civil servants, especially the trainings for Top Civil Servants.

The initiative of cooperation with the Ministry for Foreign Affairs of Ireland and the Irish Institute of Public Administration was a new step within the scopes of international activity of the Main Department of Civil Service of Ukraine. On February, 2009 in the frameworks of working mission of the Minister for Foreign Affairs of Ukraine to Ireland it was agreed to assign the funds of 1 billion Euro to the Government of Ukraine with the aim of civil service reform implementation as well as for establishment of the Centre for Top Civil Service Trainings. The mechanism for funds appropriation through the agency of United Nations Development Programme was developed due to the absence of a framework agreement for cooperation between Ukraine and Ireland.

The lines to be sponsored with a technical aid are as follows: the support of the Draft law on Civil Service via the familiarization of the individual civil servants and politics with important theses of the Law; the support of the Main Department of Civil Service of Ukraine with analytics' assistance, expert opinions and functional monitoring tools in order to facilitate successful accomplishment of tasks that are to be done to stimulate civil service reform in Ukraine (expert support of SIGMA institutional renewal instrument in Ukraine); the capacity building of the Main Department of Civil Service of Ukraine in in-service trainings which are to renew the professional, modern and efficient civil service of Ukraine (capacity building of the School for Senior Civil Service of Ukraine).

On October 2007 an official trilateral Draft document "Support to Civil Service Reform in Ukraine" was signed in the Agency of United Nations in Ukraine by the Main Department of Civil Service of Ukraine, the Government of Ireland and UNDP so that date is the official date of the project beginning.

On October 9-15, 2008 the visit of Ukrainian delegation to Ireland headed by the First Deputy Head of the Main Department of Civil Service of Ukraine was conducted. A number of working meetings and consultations with representatives of the Top Civil Service, consultants of Institute for Public Administration and ones involved in the Programme for Civil Service of Ireland modernization were conducted during the mission.

The selection of executor for the main phase of the School for Senior Civil Service creation project finished also. The Dutch Institute for Public Administration (ROI International) got the right to implement the Project in a result of executors' selection.

The perspective of successful implementation of the best practices of in-service trainings centers creation and the good governance experience may be used in respect of opportunity to use the Irish resource for capacity building of the School for Senior Civil Service.

There is an opportunity to continue the cooperation with UNDP in prospective periods but that depends on the success of current project.

The successful completion of a whole cycle of the School for Senior Civil Service activity is expected to be the result of cooperation with Ireland. The whole cycle of the School for Senior Civil Service activity encompass:

- o the development of a seven training courses;
- o selection and professional training of 14 Ukrainian Trainers;
- o pilotage of the developed training courses;
- o the facilitation of the School's administrative capacity.

It is reasonable to begin the consultations regarding the prolongation of Irish technical aid in 2010 in order to support the Civil Service Reform in Ukraine.

Kingdom of Spain

Context. The Kingdom of Spain implemented the wide administrative reform, reform of regional management, approved the new act about civil service, and so approached it to the European standards. In Spain there is the sepa-

rate executive body, which developed the register of electronic personal files of civil servants. Achievement of economic and institutional stability in Spain enabled to accept it to EU and NATO. Therefore analysis of the implemented changes in Spain and adopting of Spanish experience by Ukraine would have a positive influence on subsequent development of civil service in Ukraine.

In 1996 Ukraine and the Kingdom of Spain signed the Agreement on Friendship and Cooperation. However active collaboration began after exchange of visits of the ministers for foreign affairs of two countries in 2007. The priorities of this activity were determined in signed afterwards the Memorandum on collaboration between Ministries of Foreign Affairs of Ukraine and the Kingdom of Spain for efforts of Ukraine towards approaching to EU, establishment of concrete mechanisms of government and non-government cooperation, as well as exchange experience in the field of European integration. Quite a bit interdepartmental agreements are concluded on collaboration between the separate power bodies. Also collaboration is carried out within the frameworks of international organizations' activity, in particular OSCE (Organization for Security and Cooperation in Europe). Such intergovernmental relations create the positive factors for signing of interdepartmental agreement on collaboration between Ukraine and the Kingdom of Spain in the sphere of civil service.

Purpose and main directions. The main directions of future collaboration are: analysis of implementation of the civil service reform in Spain in the context of development of the new draft of Law of Ukraine «On Civil Service»; collaboration in the field of education and upgrade qualifications of civil servants on the base of the School of Senior Civil Service at the Main Department of Civil Service of Ukraine and National institute of state administration of the Kingdom of Spain; development of the National database of the electronic personal files of civil servants and servants of local self-government in Ukraine.

What was done? The issues of importance of cooperation of Ukraine and the Kingdom of Spain were discussed in the forum "Spain and

Ukraine: Prospects for partnership" in Barcelona (Spain) in December, 2007. During the forum the participants came to the conclusion, that the relationship between Ukraine and Spain must be extended for the best cognition each other and to the exchange experience in relation to solution of similar problems, and also with the purpose of strengthening of their positions in European community.

The analysis of the activity directions and forms of the cooperation between the Main Department of Civil Service of Ukraine of Ukraine and possible partners from the Kingdom Spain has been carried out. Workings contacts with the representatives of the Ministry of Public Administration and the National Institute of Public Administration of the Kingdom of Spain have been set.

In April, 2008 during the 37th Session of the Committee on Public Administration of the Organization of Economic Cooperation and Development the representatives of the Main Department of Civil Service of Ukraine in a working order conducted negotiations with the representatives of the National Institute of Public Administration of the Kingdom of Spain about the cooperation.

In June, 2008 Emilio Lorenzo Serra, the Ambassador on the special commissions and Pablo Barbara Gomes, the Spain National focal point of the instrument Twinning, the representative of the State Secretariat of the Ministry of Foreign Affairs of the Kingdom of Spain was in Ukraine with the purpose of study the ways of collaboration in realization of the institution development projects Twinning in the context of implementation of the Memorandum on collaboration between Ministries of Foreign Affairs of Ukraine and the Kingdom of Spain. Within the framework of the visit the representatives of Spanish delegation visited the Main Department of Civil Service of Ukraine.

In December, 2008 the Spanish delegation, consisted mainly from the researchers in the field of public administration, visited the National Academy of Public Administration under the President of Ukraine.

On December, 2008 there are sufficient preconditions and favourable situation for initiat-

ing of signing of the agreement on cooperation between Ukraine and the Kingdom of Spain in the field of public administration and civil service.

Problems. There is a necessity of receipt of official consent from governmental bodies of the Kingdom of Spain on establishment of collaboration in the field of government service.

Challenges. Deepening of collaboration with the Kingdom of Spain, as by a country – by the member of EU and NATO, in the field of public administration will assist to development of European integration of Ukraine, bringing of civil service in Ukraine to the European standards.

Expected results of the collaboration. As a result of active and permanent collaboration with the Ministry of Public Administration and other power bodies of the Kingdom of Spain, which engage the civil service and public administration, it is expected the conducting of studies, internships, establishment of collaboration of educational institutions of Ukraine and the Kingdom of Spain (in particular, with the National Institute of Public Administration of the Kingdom of Spain), involvement of experience of the Kingdom of Spain, as a member of EU, for introduction of the civil service reform in Ukraine.

Next steps. In 2009 to propose to the government of the Kingdom of Spain to suggest the signing of the agreement on collaboration between the Main Department of Civil Service of Ukraine of Ukraine and the Ministry of Public Administration of the Kingdom of Spain.

2009 – Establishment of contacts between the School of Senior Civil Service at the Main Department of Civil Service of Ukraine and the National Institute of Public Administration of the Kingdom of Spain.

2010 – Realization of mutual Actions Plans with the Spanish side.

Republic of Italy

Context. Diplomatic relations between the Italian Republic and Ukraine were established on January 22, 1992. The Italian Republic is one of the leading countries of the EU, is a member of the Group of Seven / Eight (G7/G8), has membership in international organizations – the

UN, EU, CoE, OECD, NATO, OSCE, the Schengen Agreement, WTO, IMF and World Bank.

The country possesses a significant experience in public service. It is the experience of training staff of the Scuola Superiore della Pubblica Amministrazione (SSPA), the definition of methods of appointment to the public service, the experience in the modernization of civil service and anti-corruption activity.

The purpose and the main directions. The subject of interest in cooperation with the Italian Republic is studying the experience of personnel management in public service, training civil servants and combat corruption.

What has been done

The most important activities:

June 10-13, 2008 – official visit of the Head of the Main Department of the Civil Service of Ukraine to the Republic of Italy (Rome) was held.

June 11, 2008 the official visit of Ukrainian delegation to the Republic of Italy was made. The Memorandum on Mutual Understanding Concerning Cooperation on the sphere of Civil Service between the Main Department of the Civil Service of Ukraine and Public Service of Council of Ministers of Republic of the Republic of Italy was signed.

June 12, 2008 – during the official visit to the Italian Republic Ukrainian delegation under the chairmanship of the Head of the Main Department of the Civil Service of Ukraine acquainted with the activities of the SSPA.

Problem. Lack of deep cooperation with the Italian Republic in the sphere of civil service.

Challenges

New opportunities: there are ways of intensifying cooperation by using the potential of cooperation between the Italian SSPA and the Ukrainian School of Senior Civil Service. In this regard, there is the possibility of reaching more effective activity the School of Senior Civil Service.

Risks. The risk of emergence the financial constraints in the development of cooperation.

Expected results of cooperation. The results of the implementation of key measures of cooperation are following: improving the quality of management on the civil service of Ukraine,

innovation in public service, professional development senior civil service, achievement the success in combating the corruption in Ukraine.

Next steps:

1. Trainings conducting for civil servants within the School of Senior Civil Service, the experience exchanging on administrative innovations identified in the Plan of measures of cooperation between the Main Department of the Civil Service of Ukraine and the Department of Public Service of the Council of Ministers of the Republic of Italy for the years 2008-2009;
2. Development and confirmation the Action Plan of cooperation between the Main Department of the Civil Service of Ukraine and the Department of Public Service of the Council of Ministers of the Republic of Italy for the years 2010-2011 (for year 2009);
3. The probation of civil servants from Ukraine, representatives of the School of Senior Civil Service in the SSPA (during 2009-2011);
4. Organization the seminars / trainings in Ukraine and in the Italian Republic with the participation of Italian experts for School of Senior Civil Servants for the implementation of innovations in public administration (during 2009-2010);
5. The Italian experts' involvement to the Policy Analysis Groups and to develop training programs School of Senior Civil Service (during 2009-2011);
6. Organizing the round table with participation of Italian experts on the topic: "Implementation of Administrative Innovation in the public service in the Italian Republic" in 2010;
7. Close bilateral cooperation establishment through joint conferences, seminars, meetings with Ukrainian School of Senior Civil Service (during 2010-2011).

Performance Indicators:

1. Implementation Plan of measures of cooperation between the Main Department of the Civil Service of Ukraine and

the Department of Public Service of the Council of Ministers of the Republic of Italy for the years 2008-2009. Conducting the pilot trainings on the training of civil servants of I and II categories (2009);

2. Harmonization the Action Plan of cooperation between the Main Department of the Civil Service of Ukraine and the Department of Public Service of the Council of Ministers of the Republic of Italy for the years 2010-2011 (IV quarter 2009);
3. Conducting the probation for the civil servants from Ukraine in government of the Italian Republic and the SSPA, located in the Office of the Prime Minister of the Republic of Italy (during 2009-2010);
4. Italian experts' annual involvement to conducting the training at the School of Senior Civil Service of (2009-2011);
5. Consultations carrying out with the experts and representatives of the Italian SSPA (2009-2011);
6. Round table conducting with participation of Italian experts (2010);
7. Joint conferences, seminars conducting in the field of Civil Service (2010-2011).

Republic of Latvia

Context: the Republic of Latvia is one of the most important strategic partners of Ukraine in the Eastern Europe. The Republic of Latvia is also the partner of Ukraine as the country which transit energy resources to the Baltic-Black Sea region. In 2004 the Republic of Latvia became a Member state of the European Union.

Public administration reform in the Republic of Latvia started in 1993 when the implementation of Law on the structure of the Cabinet of Ministers and the Law on civil service were adopted; the Ministry of public reforms together with the State Administration School and the Department of public civil service were founded. In 1995 the concept of public administration reform of the Republic of Latvia was adopted. According to the changes in the government the Prime Minister took the responsibility for the public administration reform in spring 1998. The Council of Senior Civil Service was founded

in 1997, the Bureau on public administration reform worked from 1997 to 2000. In 2000 the position of the Minister of special mission on public administration reform and self-government was established. In 2000 – 2002 the position of the Minister of special mission on public reform affairs was established.

Public administration reform was implemented according to the “Strategy of public administration reform on 2001 – 2006” and the plan of its realization. Public administration reform policy touched upon the institutional reform together with the strategic planning, effective finance and budget management, the participation of the society in the public policy formation, the increasing quality of public service delivery, human resources development.

The State Chancellery of the Republic of Latvia has been carrying out the function of public administration policy formation since 2003.

The Law on public civil service, Law on public agencies, Legal administration law, Law on public administration government together with the Strategy of public administration reform on 2001 – 2006 were adopted.

The support from the World Bank, the Council of Great Britain, UNDP and EU has influenced significantly on public administration reform implementation in the Republic of Latvia.

The goal and main directions. The main goal of the cooperation is to study the experience of the Republic of Latvia on civil service administration (the Council of Senior Managers), on disciplinary system, conflict of interest on the civil service, administrative process, the formation of the system of state policy planning and coordination, functioning of the institution of the state secretaries of the ministries, drafting and implementation of the public administration reform.

Results: On July 25 – 29, 2005 during the study tour to the Republic of Latvia Andriy Vyshnevsky, the director of the Center for the Institutional Development of the Civil Service took part in the First International Public Administration Summer Institute.

On April 27, 2006 the Agreement on collaboration in the area of civil service and administrative reform development between the Main

Department of Civil Service of Ukraine and the Department of the Civil Service of the Republic of Latvia was signed.

In 2007 the draft of the Latvian Party on the support to the civil service reform in Ukraine was developed but it was not implemented because of disagreement from the Ministry of Foreign Affairs of the Republic of Latvia. In 2007 there was the agreement concerning the organization of the study tour to the Republic of Latvia.

In the framework of the Agreement on collaboration the work meeting with the Latvian partners took place in June, 2008. As the result of the meeting the Draft of activities on the realization of the Agreement statements for the second half of 2008 was approved, there was the legal document exchange process related to the civil service.

Problems. Among the main problems is the lack of financial resources from the Ukrainian side, elimination of the subscriber of the Agreement on collaboration (the Department of the public civil service of the Republic of Latvia), lack of information concerning the legal follower of the subscriber.

Challenges

New opportunities. The State Chancellor of the Republic of Latvia fulfills the function of the Department of Public Civil Service of the Republic of Latvia. Deputy Director of the State Chancellor of the Republic of Latvia Baiba Peteršone is the Team leader of the project “Technical Support to Public Sector Reform in Ukraine” which is financed by the Ministry of Foreign Affairs of Denmark. The Main Department of Civil Service of Ukraine is one of the beneficiaries of the Project

Risks. The Department of Public Civil Service of the Republic of Latvia (the Head – Maris Scudra) was liquidated. All its functions were passed to the State Chancellor of the Republic of Latvia (Gunta Wisemane).

The expected results of collaboration: Adaptation of the civil service of Ukraine to the standards of European Union in order to strengthen the position of Ukraine for entering EU.

The next steps. The official letter sent to the Latvian Party with the proposal concerning the

joint project in the area of civil service (the first half of 2009).

The official letter sent to the State Administration School of the Republic of Latvia concerning the study tour of the Ukrainian delegation as it was agreed in the Action plan on 2007 (the first half of 2009).

Contacts with the Latvian Party in order to take part in the 5th International Public Administration Summer Institute (Sigulda, the Republic of Latvia) (the second quarter of 2009).

Indicators of the results being achieved.

Report on practical fulfillment of the activities of the Plan concerning realization of the agreement statements for the half of the year (twice a year, during 2009 – 2011).

Republic of Lithuania

Context. Diplomatic relations between Lithuania and Ukraine were established on November 21, 1992. Republic of Lithuania joined the EU in 2004 and possesses considerable experience of European integration and administrative reform. Lithuania is positioning itself as a regional leader, as a country that sees its place as mediator between East and West of Europe. Lithuania is interested in obtaining by Ukraine the membership in the EU and NATO. The country has membership in international organizations – EU, UN, NATO, OSCE, OECD, WTO, IMF, WB, EBRD, the Baltic States, the CEI.

Lithuania has considerable experience in public service. The country successfully conducted two administrative reforms. The first administrative reform was carried out in 1994. The second administrative reform was carried out in 2000 in accordance with the requirements of the EU. The electronic governance is implemented in the Republic of Lithuania, is developed the Register of Public Service.

The purpose and the main lines. The subject of interest in cooperation with the Republic of Lithuania is to studying the experience of administrative reform, the experience exchanging on introduction of e-governance, civil service regulation, the formation of the senior civil servants, personnel management in public service.

What has been done.

The most important activities:

November 14, 2006 – the Agreement on Cooperation in the Spheres of Civil Service and Administrative Reform between the Main Department of the Civil Service of Ukraine and the Ministry of the Interior of the Republic of Lithuania was signed.

December 13, 2007 – a working visit of the Director of the Center of Assistance to Institutional Development of Civil Service to Vilnius to participate in an international seminar on the topic: "European Neighborhood and Partnership: Aspects of Performance in the Eastern Region" was held.

December 3-6, 2008 – a study visit of Ukrainian delegation to the Republic of Lithuania was held. The purpose of the visit was studying the functioning of a database of civil servants of the Republic of Lithuania.

Consequences. Proposals have been formed for developing a National Database of Electronic Personnel Files of Civil Servants and Officials in Local Self-Government Bodies of Ukraine in Ukraine, as the result of joint activities.

Problems

Internal problems: lack of deep cooperation with the country on the sphere of civil service.

Challenges

New opportunities: There is a possibility to promote e-government in Ukraine by the Lithuanian specialists, there are opportunities for cooperation within the School of Senior Civil Service.

Expected results of cooperation. Improving public service in Ukraine through the introduction of e-government system, professionalization of the senior civil service and administrative reform.

Next steps:

1. Carrying out the joint working groups for resolving pressing issues of public service and public administration within the School of Senior Civil Service (for 2009);
2. Consultations on the establishment of the National Database of Electronic Personnel Files of Civil Servants and Officials in Local Self-Government Bodies of Ukraine (for 2009);

3. Organization of the workshop (conferences, consultation) for HR (for 2009);
4. Negotiation of training for government officials from Ukraine and Lithuania in governmental bodies of the two countries (during 2009-2010);
5. Organization and carrying out the consultations with representatives of the Ministry of the Interior of the Republic of Lithuania on the drafting of regulations to support the bill of Ukraine "On Civil Service" (new edition) (for 2009-2010);
6. Exchange of documents for regulatory and legal framework of administrative reform (for 2009-2011).

Republic of Moldova

Context. The Republic of Moldova supports Ukraine's initiatives in the area of foreign affairs, taking into account the territorial neighborhood and common priorities in the area of international relations. The Republic of Moldova is interested, firstly, in Ukraine's support in solving the Transnistria's problem. Ukraine's interest in cooperation with Moldova has been reinforced by necessity to broaden partnership relationships and to establish solid relations with neighboring countries.

During 2005 – 2008 the Government of the Republic of Moldova took several key steps towards public administration reform. The functional review of central executive bodies was implemented as well as some measures on public administration decentralization were introduced. As a result, the number of civil servants was significantly decreased and the system of civil service classification was modernized.

Goal and main directions. Ukraine's interest in cooperation with the Republic of Moldova lies in getting useful experience of decentralization of public administration and civil service reform. Moreover, the nature of cooperation between these countries gives an opportunity for them to develop common approach and initiatives under the framework of international organizations.

What has been done. Cooperation between Ukraine and Moldova in the area of public administration reform has been developing in the

format of exchange of the delegations of the Twinning Program Administration Office in order to share experience.

On December 13, 2005 due to the initiative of the Embassy of the Republic of Moldova in Ukraine a meeting of Deputy Head of the main Department of Civil Service and the Republic of Moldova's Embassy Advisor Ion Leshanu took place. During this meeting the issues of developing new legislation on civil service and division of political and administrative posts in the central executive bodies were discussed.

On October 24, 2006 took place the first visit of the Twinning PAO director to the Republic of Moldova where he participated in a seminar on Twinning instrument implementation in Moldova.

On October 4, 2007 took place the delegation of the Twinning PAO in the Republic of Moldova visited Kyiv.

On the current stage of cooperation between countries' governments there is no broad cooperation in the area of civil service and public administration reforms. However, there is an ongoing exchange of experience under the framework of the Twinning PAO. Moreover, Moldova's experience in the civil service classification reform was taken into account during development of draft law on civil service.

Problems. The main problem in building platform for fruitful cooperation between two countries in the area of civil service reform is that there is no government structure in Moldova that is similar to its Ukrainian counterpart.

Challenges. There is a clear need to institutionalize cooperation between two countries taking into account that there is some working contacts and common interest towards cooperation. At the same time, it is necessary to find the golden mean in bilateral relationships, which would be an effective incentive in facilitating common work in the area of public administration reform.

Expected results of cooperation. According to the results of planned activities, by the beginning of 2011 it is planned to involve the Moldovan central public administration bodies in the cooperation in the area of public administration reform.

Next steps. It is planned a further involvement of representatives of the Republic Moldova in the events organized by the Main Department of Civil Service on the Twinning instrument implementation, for instance, in the Third Annual Conference on Twinning Operations.

It is expected to set a common vision on the necessity to sign an intergovernmental agreement during 2009, which would include common actions of Ukraine and the Republic of Moldova in intergovernmental organizations and intensification of working contacts between two countries. In 2010 it is planned to discuss an opportunity to sign such agreement on cooperation in the area of implementation of instruments of institutional development.

Key performance management indicators.

Further support of the MDCS initiatives by the public administration of the Republic of Moldova.

Republic of Poland

Context. When Ukraine gained independence and Poland received political freedom the active process of new model formation of the Ukrainian-Polish relations as independent and democratic states began.

At the beginning of 90's of XX century, the active formation of legal basis for development of bilateral Ukrainian-Polish relations contributed to the paving way for full cooperation in all spheres which had been strengthening by new treaties.

Since 1995 Poland has actively lobbied interests of Ukraine, namely put forward a line of initiatives. In particular in 1995 supported the course of Ukraine to become member of the Central European Initiative (CEI). At that time Poland protected interests of Ukraine on the matter of its entry into the Council of Europe.

The focal document and legitimate basis for transition of the Ukrainian-Polish relations at the new level of strategic partnership was "Common Declaration of the President of Ukraine and the President of Poland" of 25 June 1996.

Poland's joining to the EU also has had significant impact on the Ukrainian-Polish relations development. The Republic of Poland has

become the main lobbyist of the Ukrainian interests in the EU.

There were created in Ukraine appropriate institutes of interstates' cooperation which activities contribute to the sustenance of the current political contacts and strengthening those relations. In particularly one may mention the following ones: Consultative Committee of the Presidents of Ukraine and Poland, Ukrainian-Polish Mixed Commission on the Trade and Economic Cooperation, Ukrainian-Polish Economic Forum, Permanent Ukrainian-Polish Conference on the European Integration, Polish-American-Ukrainian Cooperation Initiative (PAUCI), Ukrainian-Polish/Polish-Ukrainian Forum ect.

The Republic of Poland has a rich experience in the sphere of sectors reforms, particularly on the administrative sectors reforms at the government and local levels taking into account the EU requirements and standards.

It is the administrative reform, introduced by the government of Jerzy Buzek and which was expected by the society for a long time is the sound change of Polish administration functioning. Since 1989 its necessity has been evident both for experts and politicians with different views. But this reform has become a matter of fact only in the course of the present coalition rule.

The main idea of reforms has been building of modern democratic administration and sovereign state which are able to tackle historical, civilization and political challenges. The task of the reform has been implementation of another way of administration. Instead of hierarchic system there was introduced more democratic based on the compromise between different public institutions.

The main purposes of the reform implementation were:

- to build public institutions which will contribute to the civic society development and put into practice new constitutional principles;
- to order structure and functioning improvement of territorial administration;
- decentralization and regulation system of public finances;
- possibility to implement policy by all administrative levels of authorities and at

the same time to tackle economic and political challenges of XXI century.

It should be mentioned that Poland in the middle of 1990-s became a leader among European countries in the field of administrative reform. On July 5, 1996 a law, which had been elaborated many years and by many governments since 1990, was adopted, namely the Law of Poland "On civil service", according to which the system of Public Service Administration was formed. In 1997, the Constitution of Republic of Poland was adopted.

In order to bring existing laws at the conformity new constitution, training Civil Service to improve the performance of tasks under the administrative reform, improving some elements of the Civil Service (principles, procedures and institutions), bringing the Civil Service system of Poland to EU standards under Partnership Program, which was adopted in the second half of 1997 by Management of Department of the Civil Service of the Republic of Poland, has developed a new version of the Law on Civil Service. This law was adopted December 18, 1998 and started functioning from July 1, 1999.

After the election of the President of Poland in 2006, rapid development and reforms had slowed. In particular, Department of the Civil Service of the Republic of Poland was eliminated and its functions transferred to the Office of the Head of the Council of Ministers of the Republic of Poland. But despite this, through the sure political development of the country today, Institute of Civil Service functions efficiently and develops.

The first step in initiating cooperation in the public service with the Republic of Poland was the conclusion of the Protocol of intent of cooperation between the Main Department of Civil Service of Ukraine and Head of Department of Civil Service of the Republic of Poland, which was signed on December 12, 2000 in Warsaw, Poland.

Thereafter, it was decided to enhance cooperation and to continue active dialogue in the sphere of civil service reform and governance and in this regard in 2005 during the visit of Ukraine Head of the Civil Service of the Republic of Poland Jan Pastva was laid new foundations for future cooperation.

The purpose and main directions. In addition to the national priorities of cooperation with the Republic of Poland, having analyzed the experience of this country in the sphere of public administration it can be admitted that bilateral cooperation should be focused on the following areas: separation of professional civil service and public budget employees, procedures for competitive selection for higher positions of civil service (directors and directors of the ministry departments and regional governments), training system for such officials. Also, the important part of future cooperation is training of civil servants in the field of European integration, because in Poland there are such powerful specialized institutions as the National School of Public Administration and the branch of the European Institute of Public Administration (EIPA).

Challenges

Deserves attention the Polish experience in the sphere of social dialog development, in particular, the Republic of Poland as a member of EU, has an access to bilateral projects and study programs financing.

In particular in the Republic of Poland the Polish Aid Program function, which is financed by the European Union and co-ordinated by the Ministry of Foreign Affairs of the Republic of Poland. In the framework of this Programme annually devoted the funds which is directed on the development of public sector in Ukraine.

Therefore, the enlargement of participation of the MDCSU in the projects which are financed within this Program will give the possibility to get experience in different spheres of the civil service system, first of all this is the questions about European integration, human resources management in civil service, professional training of civil servants. In fact the use of financial instruments of EU helped the Republic of Poland to realize different projects of local, regional, investment, social and economic development. However the most important is that it helped to prepare a country to become the EU member-state.

What is done

On February 7 – 8, 2005 the workings meetings of the Head of the MDCSU Tymofiy Motrenko with the Head of Civil Service Department of the Republic of Poland Jan Pastva in Kyiv took place.

On July 11 – 15 and November, 13 – 19, 2005 two Ukrainian delegations took part in studies within the framework of the project «Study Tours to Poland 2005 – internship for civil servants and local self-government representatives from Ukraine», organized jointly with Fund «Education for Democracy», Polish-American Fund of Freedom and Fund «Know-how» which were held in Warsaw, Poland. During the first visit the Agreement on cooperation in the sphere of civil service and administrative reform between the Main Department of the Civil Service of Ukraine and the Head of Civil Service Department of the Republic of Poland was signed.

On September 28 – October 3, 2005 the visit of Ukrainian delegation to the Republic of Poland took place the purpose of the visit was the participation in an educational course «Leadership among the Director general of the Polish ministries and administrations», the delegation was headed by the Head of the MDCSU.

On December 12 – 13, 2005 during a visit to Ukraine of the Head of the Civil Service Department of the Republic of Poland Jan Pastva the working meetings with the Head of the MDCSU, Deputy of Head of the Secretariat of the President of Ukraine, Deputy of the Minister of the Cabinet of Ministers of Ukraine took place. Also the press-conference on the topic: «Public administration reform in the sphere of civil service on the basis of principles of European administrative space».

On December 9 – 11, 2007 the working visit of the Deputy Head of the MDCSU as a member of Ukrainian delegation to the Republic of Poland took place, the purpose of the visit was the participation in the conference, devoted to the beginning of ukrainian-polish project in the sphere of European integration «Sectoral reforms support in Ukraine».

On March, 28, 2008 during the official visit of the Prime-Minister of the Republic of Poland to Ukraine new Agreement on cooperation between the Main Department of the Civil Service of Ukraine and the Head of the Council of Ministers of the Republic of Poland was signed.

In November 2008 the Polish side began realization of project «Improvement of HRM system in ukrainian civil service», in the framework

of which in November – December, 2008 the educational visit of the Ukrainian specialists to the Republic of Poland was held.

Expected results of cooperation

The main results of cooperation, in particular within the realization of joint projects, will become a study and application of Polish experience in the following spheres:

- o HRM in civil service;
- o Study of the system of professional training of senior civil servants;
- o Development of new approaches to the evaluation of results of activity of civil servants on the basis of their achievements and merits;
- o Classification of positions and terms of payment of labour of civil servants;
- o Strengthening of Ukraine's eurointegration capacity.

Next steps

Establishment and realization in 2009 year of joint project which will deal with professional activity of civil servants. Organization within the framework of this project of educational visits to the Republic of Poland, and also visits of Polish experts to Ukraine for holding of seminars trainings and consultations (2009-2010).

Internship of the Ukrainian civil servants in the Office of the Committee for European Integration of the Republic of Poland (2009).

To examine a question about the possibility of involvement of Polish trainers to the conducting of trainings in the School of Senior Civil Service (2009).

In the framework of the project «Improvement of HRM system in ukrainian civil service» organization of evaluation visit of Polish experts to Ukraine in 2009.

To hold consultation about the possibility of initiating of new projects in 2010 and 2011.

Republic of Slovenia

Context. Diplomatic relations between the Slovak Republic and Ukraine were established on June 29, 1993. The country is EU member, has membership in international organizations – UN, NATO, WTO, World Bank, OSCE, IMF, OECD. Slovak Republic supports Ukraine's strategic course towards European and Euro-Atlantic

integration, including by the way of the joint actions stipulated by Ukraine – EU Action Plan. For the purpose of implementation of this document the activities were implemented jointly with the Slovak Republic within the framework of the Slovak-Ukrainian Cooperation on implementing Ukraine – EU Action Plan, the Neighborhood Program: Ukraine – Slovakia.

Slovak Republic in 1996 conducted the administrative and territorial reform and it has experience in adapting legislation according to EU standards.

The purpose and the main lines. The Experience exchange on the preparation of the legislation on civil service, the experience exchange on administrative reform.

What has been done. On March 22, 2006 – there was held a working meeting with the Head of the Main Department for Civil Service of Ukraine (MDCSU), the Ambassador Extraordinary and Plenipotentiary of the Slovak Republic in Ukraine.

Results. In May 2007 there was developed and approved in the established order by the Cabinet of Ministers of Ukraine the Draft Protocol on Cooperation in the sphere of Preparation of Regulations on Civil Service between the Main Department of Civil Service of Ukraine and the Ministry of Labor, Social Affairs and Family of the Slovak Republic. It was made settlement with the Ministry of Labor, Social Affairs and Family of the Slovak Republic and the Draft Protocol on Cooperation in the sphere of Preparation of Regulations on Civil Service between the Main Department of Civil Service of Ukraine and the Ministry of Labor, Social Affairs and Family of the Slovak Republic was finalized. Protocols will be the legal platform for cooperation between Ukraine and the Slovak Republic in the sphere of civil service and administrative reform to facilitate the mutual exchange of experience on these issues.

In November 2007 MDCSU came to an accommodation with the Slovak party concerning the visit on 11-13 December 2007 to the Slovak Republic for signing this Protocol. In early December Slovak party informed of the impossibility of signing the document during this period.

At the end of 2008 the Draft Protocol was submitted to the authorized person in the Slovak Republic and was at the stage of signing.

Problems. The absence of document in force in the civil service between Ukraine and the Slovak Republic.

Challenges

New possibilities. Signing of the Protocol on Cooperation, Promotion of the adaptation of the Laws of Ukraine to EU standards, the Promotion of Administrative Reform in Ukraine.

Risks. The possibility of the elimination of the Ministry of Labor, Social Affairs and Family of the Slovak Republic can slow cooperation with the Slovak Republic.

Expected results of cooperation. Documentary proof of the intent on cooperation in the civil service between the Slovak Republic and Ukraine, drawing world-class standards of legislation and practices of administrative reform and development of the highly decentralized public service in Ukraine.

Next steps:

1. Signing of the Protocol on Cooperation in the sphere of Preparation of Regulations on Civil Service between the Main Department of Civil Service of Ukraine and the Ministry of Labor, Social Affairs and Family of the Slovak Republic in the first half of 2009;
2. Formation of joint working groups with the participation of the representatives of state authorities of both parties, experts as well other professionals on civil service to address the pressing problems of the law in the Civil Service of Ukraine (for 2009-2010);
3. Organization of seminars (conferences, consultations) on civil service reform, decentralization and problems on separation of administrative and political positions in order to prepare the regulations and laws of Ukraine (for 2009-2010);
4. Holding international conferences (seminars, meetings) aimed at establishing the cooperation between the parties in the sphere of approximation of Ukraine to EU standards (for 2010-2011).

Republic of France

Context. The Republic of France takes significant and unique place in the European policy and world policy. It is one of 7 leading economically developed countries, it is considered to be one of the founders of the European Union. The Republic of France is the member of NATO and the majority of specialized agencies of this organization, OSCE, EU, the Council of Europe, NATO, OECD.

The experience of the Republic of France as far as the collaboration with this country are very important for Ukraine. If Ukraine is supported by the Republic of France it will accelerate the process of EU integration.

Recently both countries have managed to create the agreement base which gives the opportunity to develop collaboration. The Agreement on mutual understanding and collaboration signed in 1992 is supposed to be the first stage of cooperation. Nowadays more than 60 intergovernmental and interministerial agreements have come in force.

The Civil Service of the Republic of France is the basis of the country. The Minister of civil service and the Minister of public reform and agrarian planning are responsible for the realization of the civil service reform in France which was implemented on the initiative of the Prime-Minister. The reform was carried out in the framework of general status of civil servants and was aimed at more effective implementation of the most significant advantages of the notion "The career of the civil servant".

After implementation of public administration reform in the Republic of France, the Ministry of finance, public accounts and civil service started to fulfill new functions on development and implementation of the government policy in the area of civil service. The Ministry consists of the Main Department of Administration and Civil Service of the Republic of France (DGME) founded in 1945 which carries out organization and prescriptive functions of administration and HR development in the civil service, and the Main Department of State Modernization of the Republic of France (DGAFR) founded in 2005 which is responsible for modernization of the ministries and civil service in France. There

is also the Institute of Public Administration and Economic Development (IGPDE).

The goal and main directions. There is the development of dynamic relations established between Ukraine and the Republic of France in the area of civil service. Support for the experience exchange among the civil servants of both countries and also between the Public authority bodies and other institutions which are interested in the civil service and public administration. The directions of collaboration are:

1. The reform of national legislation, public policy and related procedures aimed at raising the effectiveness of the civil service in Ukraine;
2. Development of the leading position of the senior civil service and formation of human recourse management on the civil service;
3. Collaboration between the training institutions for civil servants in particular the School of Senior Civil Service by the Main Department of Civil Service of Ukraine and the National Administration School (L'ENA);
4. Improvement of the institutional system and the structure of the executive bodies;
5. Programming/ planning of the projects on public administration reform;
6. Development of E-governance;
7. Study tour of young civil servants of Ukraine to the Republic of France, the program of civil servants exchange;
8. Training courses on French for civil servants from Ukraine.

Results.

On November 30, 2006 – December 1, 2006 there was the international seminar in the framework of collaboration with the Government of France with the support of the Center for Institutional Development of the Civil Service dedicated to the public administration reform. During the seminar the Memorandum on collaboration between the Main Department of Civil Service of Ukraine and the Main Department of Administration and Civil Service of the Republic of France was solemnly signed.

During 2006 – 2007 the technical councilor worked at the Main Department of Civil Service

of Ukraine. Among his responsibilities there was the assessment of technical support from France in the area of public administration. As the result of his activity the experts concluded that the main goal of the technical councilor's mission concerning the signing of the Memorandum on collaboration between the Main Department of Civil Service of Ukraine and the Main Department of Administration and Civil Service of the Republic of France was achieved. It was decided that the collaboration between Ukraine and the Republic of France in the area of civil service should be carried out in another format.

About 20 joint activities have been conducted since 2004 to 2008.

The Draft Agreement on collaboration in the area of civil service and administration reform between the Government of Ukraine and the Government of the Republic of France was prepared for signing.

Problems. The definite quantity of joint activities on the initial stage of Strategy realization will be reduced because of reduction of budget expenses of Ukraine on 2009.

The expected results. The experience in the area of civil service obtained from the Republic of France and its further implementation, approaching of the state government of Ukraine to the standards and requirements of EU.

Next steps are:

1. To promote the signing of intergovernmental Agreement on collaboration in the area of civil service and administrative reform between Ukraine and the Republic of France (2009);
2. To intensify the double-sided collaboration with the leading French institutions, in particular DGAFR and DGME on 2009 – 2011;
3. To establish working cooperation between the School of Senior Civil Service and analogous institutions of France, in particular with the Institution of Public Administration and Economic Development (IGPDE), the Ministry of finance, public accounts and civil service and other schools (L'ENA) on 2009 – 2010;

4. To develop mutually beneficial projects with the purpose of their further realization (2009 – 2011).

Indicators of the results being achieved.

Signing of intergovernmental Agreement on collaboration in the area of civil service and administrative reform between Ukraine and the Republic of France (2009);

The expert assessment of the results of cooperation between Ukraine and the Republic of France in the area of civil service for the year (it is to be conducted annually on December during 2009 – 2011).

2. North America

Canada

Context. Canada is an important strategic partner of Ukraine. The second largest Ukrainian Diaspora after the Russian Federation lives in Canada. Furthermore, Canada is a full-fledged member of the NATO and G7/G8.

The Canadian civil service system is based on the British (Westminster) model according to which civil service is institutionally separated from political activity. Each institution is chaired by deputy minister (or by equivalent position) – civil servant with the highest status in the body.

Legal regulation of the Canada's professional civil service: *the Financial Administration Act; the Public Service Employment Act; the Public Service Labour Relations Act; the Public Service Superannuation Act; The Employment Equity Act; the Official Languages Act; and Public Service Modernization Act.*

Key institutions in the civil service administration system in Canada are the following: *Privy Council Office, Public Service Commission, Canada Public Service Agency, Treasury Board Secretariat, Canada School of Public Service, Auditor General, Departments and Agencies, Human Resources Council, Unions.*

According to a strategic plan of human resources management in Canada in 2007-2008, the personnel management system developed according to the following spheres: modernization of human resources management system; change of the culture of working with personnel;

strengthening of accountability; change of approaches to management responsibilities; leadership; short-term, medium-term and long-term planning; and the modernization of civil service.

Purpose and main spheres of cooperation. The purpose is the implementation of a technical assistance project of Canada the "Ukrainian Civil Service Human Resources Management Reform Project" which aim is to build a new effective personnel management system in public sector. According to the aims of human resources management reform, the existing functions of personnel units within executive power bodies should be modified according to four management components: personnel planning, motivation, organization of human resources management and control over the performance of civil servants. This requires the introduction of new approaches to the estimation of personnel needs of executive bodies, the improvement of the remuneration system, the introduction of the system of compensation and encouragement for civil servants, considerable modernization of internship procedures and the entry to the civil service, the introduction of an effective system of performance evaluation, etc.

What was accomplished. In 2007, the technical assistance project of the Canada's government "Ukrainian Civil Service Human Resources Management Reform Project".

On February 10-18, 2008, a training visit of the Ukrainian delegation including by the Head of the MDCSU, Tymofiy Motrenko, the Head of the Main Personnel Policy Service of the Secretariat of the President of Ukraine, O.Yevdochenko, the Head of the Personnel Unit of the Secretariat of the Cabinet of Ministers of Ukraine, Y.Yevteev, and the Director of the Center of Support for Civil Service Institutional Development, A.Vyshnevskiy, to the city of Ottawa (Canada) upon the invitation of the Canadian Bureau of International Education within the framework and at the expense of the Ukrainian Civil Service Human Resources Management Reform Project.

On May 26, 2008, the Memorandum of Understanding between the Government of Ukraine and the Government of Canada with regard to the implementation of the project on hu-

man resources management reform in the civil service was signed during the state visit of the President of Ukraine, V.Yuschenko, to Canada.

On June 24, 2008, the draft strategic framework on human resources management in the civil service of Ukraine was developed and presented at a public forum in Kyiv.

On January 19-24, 2009, the President of the Canada's Public Service Commission, Maria Barrados, paid a working visit to Ukraine. Within the framework of the visit on January 20, 2009, the meeting of M. Barrados and the Minister of the Cabinet of Ministers of Ukraine, P. Krupko, was held. Upon the results of the meeting, M.Barrados suggested to hold on September 4-5, 2009 an international conference of heads of central executive government bodies of leading world countries, and also invited civil servants from Ukraine to have an internship in the Public Service Commission of Canada.

On January 21, 2009, the Ukrainian Civil Service Human Resources Management Reform Project was registered at the Ministry of Economy of Ukraine.

On January 23, 2009, the project's presentation with the participation of the Extraordinary and Plenipotentiary Ambassador of Canada to Ukraine, Daniel Caron and the President of the Canada's Service Commission, Maria Barrados, was organized at the premises of the MDCSU.

Challenges. The success of the state visit of the President of Ukraine to Canada on May 26, 2008 and the signing of the Memorandum of Understanding between Governments of Canada and Ukraine. The visit on such a level was the first in 10 years.

Organization of an international conference on civil service with participation of heads of central executive government bodies from leading world countries on September 4-5, 2009 in Kyiv.

Implementation of the PRISM project

Expected results of the cooperation. Practical and step-by-step implementation of provisions of the Memorandum of Understanding between governments of Ukraine and Canada.

Next steps. Endorsement of the review of human resources management system in the civil service of Ukraine.

Endorsement of the Strategic Framework of Human Resources Management System.

Coordination of the development of the project implementation plan.

Organization of a meeting of the project's advisory committee.

Organization of an international conference on civil service with participation of heads of central executive government bodies from leading world countries on September 4-5, 2009 in Kyiv.

Indicators of the results' achievement.

Visit of a senior advisor to the President of the Canada's Civil Service Commission to Ukraine (May 2009);

Organization of an international conference on civil service with participation of heads of central executive government bodies from leading world countries (I-III quarter 2009);

Internship of Ukraine's civil servants at the Public Service Commission of Canada (III quarter of 2009);

Expert annual assessment of results of the cooperation between Ukraine and Canada within the framework of the implementation of Ukrainian Civil Service Human Resources Management Reform Project (each December during 2009-2011)

United States of America

Context. The USA is one of the biggest geopolitical actors in the world and one of the largest external partners of Ukraine. The USA is one of leaders within the NATO and G7/G8.

At the end of 1970-ies, a civil service reform was carried out in the USA. A law on civil service was passed in 1978. According to the law, the civil service commission ceased to exist, and its functions were assigned to the Office of personnel management and the Council on the Protection of Merits System. 18 categories of positions exist within the General scheme of positions. Civil service in the USA is divided into competitive and exclusive. Patronage civil service system also exists in the USA.

On December 12, 2008, the US-Ukraine charter on strategic partnership proclaiming the support for initiatives on the effectiveness

of public administration and struggle against corruption was signed in Washington.

Purpose and main spheres of cooperation. According to the draft agreement, the following can become the main spheres of cooperation:

- 1) Elaboration of proposals on public policy in the sphere of civil service;
- 2) Evaluation of civil servants' performance;
- 3) Reform of the system of professional training for civil servants;
- 4) Development of the system of examining violations of rights of civil servants, protection of civil servants from illegal/political influence of their supervisors and the appealing of such decisions; Development of the civil service legislation;
- 5) Modernization of the civil service through the exposure to modern information technologies that are used in the USA, especially through the introduction of an official electronic register of civil servants.

What was accomplished.

On June 1–16, 2006, the Head of the MDC-SU, T.Motrenko, paid a working visit to the USA within the framework of the *U.S.-Ukraine Foundation's Project to Assist Ukraine's Civil Service Reform*.

On September 25–29, 2006, the Deputy Head of the MDSCSU, V.Tkach, made a visit to the USA within the framework of the *U.S.-Ukraine Policy Dialog Exchange Program* that was organized by the US-Ukraine foundation.

On April 26, 2007, the Cabinet of Ministers of Ukraine passed an order # 235-p «On signing of the Agreement between the Government of Ukraine and the Government of the United States of America on cooperation in the sphere of public administration and civil service».

In September 2007, the USAID gave a grant for financing of the events envisaged in the components 3 and 5 of the Threshold Program of the Millennium Challenges Corporation with regard to the reduction of corruption.

Problems. Proposals with regard to signing of the treaty were repeatedly sent to the American party, but the USA agreed to participate in any project that would require the engagement of the U.S. Office of Personnel Management.

Challenges. A new opportunity to implement the order of the Cabinet of Ministers of Ukraine # 235-p of 26.04.07 «On signing the Cooperation Agreement between the Government of Ukraine and the Government of the USA in the sphere of civil service and public administration” and to address with the proposal to sign the agreement emerged after the inauguration of a new president of the USA, Barack Obama, and the appointment of a new director of the U.S. Office of Personnel Management.

The use of the grant allocated by the USAID for the funding of events envisaged by components 3 and 5 of the Threshold Program of the Millennium Challenges Corporation on the reduction of corruption in Ukraine. Within the sub-component 3.1 (Ethics and Conflict of Interests) the MDCSU is indicated as one of the main Ukrainian partners.

Expected results of the cooperation. Establishing close cooperation between two countries in the eradication of corruption in the sphere of civil service of Ukraine.

Next steps. To address the U.S. Department of State with regard to the possibility of the participation of the U.S. Office of Personnel Management in the U.S. Government Assistance programs.

Signing of the Agreement between the Government of Ukraine and the Government of the USA on cooperation in the sphere of public administration and civil service (2009).

Indicators of the results' achievement.

Letter addressed to a new director of the U.S. personnel management office with a proposal to search together for forms of cooperation with the MDCSU (II quarter 2009).

Implementation of the event that was envisaged by components 3 and 5 of the Threshold Program of the Millennium Challenges Corporation with regard to reducing corruption in Ukraine (II-III quarter 2009).

Use of the USAID grant for funding of the events envisaged in components 3 and 5 of

the Threshold Millennium Challenges Program (during 2009-2011).

3. Southern Caucasus

Republic of Azerbaijan

Context. The Republic of Azerbaijan, as well as Ukraine, will become a member of the Eastern Partnership of the EU during the inauguration summit in May 2009. The Republic of Azerbaijan is an alternative energy supplier to Europe. Also the Republic of Azerbaijan is a member of GUAM where Ukraine is a leader.

In 2000, the civil service law was adopted in the Republic of Azerbaijan. The civil service commission was created under the President of the Republic of Azerbaijan in January 2005. The main commission's tasks include normative and legal framework for civil service, personnel management on competitive basis, professional development, certification and social protection for civil servants.

Purpose and main spheres of cooperation. The objective of the cooperation is to exchange experience in the sphere of civil service and public administration. The cooperation is planned in all the spheres of the functioning of civil service.

What was accomplished.

On June 26-29, 2007, during the meeting of ministers at the 7th Global forum of the UN in Vienna (Republic of Austria), the Head of the MDCSU, T.Motrenko, and the Head of the Civil Service Commission under the President of the Republic of Azerbaijan, B.Khalilov, discussed the prospects of cooperation between two institutions.

During the official visit of the President of the Republic of Azerbaijan, I. Aliyev, to Ukraine on May 22, 2008, a cooperation agreement between the Government of Ukraine and the Government of the Republic of Azerbaijan in the sphere of civil service was signed. Internal public procedures with regard to the validation of the agreement on the part of Ukraine were completed on December 17, 2008 (resolution of the Cabinet of Ministers of Ukraine # 1095 of 17.12.08). Upon the notification of the

Azerbaijani party through diplomatic channels, the agreement came into force on January 29, 2009.

The Main Department of the Civil Service of Ukraine reviewed the draft road map of Ukraine-Azerbaijan relations in 2009 – 2010 that was signed in April 2009 during the visit of the President of Ukraine to the Republic of Azerbaijan. Cooperation in the sphere of civil service and public administration was included as a separate paragraph to the agreement that foresaw the boosting of bilateral cooperation in the sphere of civil service and public administration between the MDCSU and the Civil Service Commission under the President of the Republic of Azerbaijan.

Problems. Implementation of the action plan on bilateral cooperation within the framework of the agreement for 2008.

Challenges. Endorsement of the agreement with the Republic of Azerbaijan by the Government of Ukraine opens practical opportunities for strengthening of cooperation.

Expected results. The cooperation with the Republic of Azerbaijan will result in the strengthening of Ukraine's status as a leader in the Black Sea region which will reinforce Ukraine's arguments in the negotiations on the EU membership.

Next steps. The exchange of working visits on the level of leadership of the MDCSU and the Civil Service Commission under the President of the Republic of Azerbaijan (III quarter of 2009) will be a next step in the cooperation with Azerbaijan.

Implementation of the action plan on bilateral cooperation within the framework of the agreement that came into force for 2009.

Indicators of the results' achievement.

Signing of the road map of Ukraine-Azerbaijan relations for the period 2009-2010 (April 2009).

Signing of the action plan on action plan on bilateral cooperation within the framework of the agreement for 2009 (II quarter of 2009).

Republic of Armenia

Context. Bilateral relations between Ukraine and the Republic of Armenia develop on the

grounds of mutually beneficial cooperation and friendly relations. A main political document is the friendship and cooperation treaty between Ukraine and the Republic of Armenia that was signed on May 14, 1996. Strengthening cooperation on the way of European integration, and also within international organizations, is a priority in relations between Ukraine and Armenia. Within the framework of the friendship and cooperation treaty and according to the above-noted priority, the cooperation between Ukraine and the Republic of Armenia in the sphere of civil service is possible. Adaptation of legislation to standards of the European Union, primarily with regard to the reform of public administration system, may become a priority in the cooperation between Ukraine and the Republic of Armenia in the sphere of civil service. At the same time, cooperation in the field of improving the quality of management functions will contribute to the improvement in economic relations.

On January 15, 2002, the Civil Service Council of the Republic of Armenia was founded according to provisions of a new civil service law. The Council is a new institution and is in the process of establishment, although during last 7 years there was a considerable progress in its development. With regard to the Ukrainian experience, the Armenian party is interested in the codification of the code of conduct for civil servant and the process of assessing the civil servant's performance. Also the Armenian party proposed to sign a memorandum of understanding between the Main Department of the Civil Service of Ukraine and the Civil Service Council of Armenia.

Communication with representatives of the Civil Service Council of the Republic of Armenia was launched during international events and led to revealing common interest in cooperation. In September 2008, the Head of the Civil Service Council of the Republic of Armenia, Manvel Badalian, addressed the MDCSU with a proposal to sign the Memorandum of Understanding between the organizations. The Ukrainian party supported the proposal and sent a positive reply. According to the agreement

reached, the Armenian party prepares the draft Memorandum.

Purpose and main spheres of cooperation. The Civil Service Council of the Republic of Armenia demonstrated its interest in the experience of Ukraine related to the implementation of the code of conduct for civil servants and a range of other issues in the functioning of the civil service. In its turn, Ukraine is interested in the Republic of Armenia as the state that will be the chairman of the Organization of Black Sea Economic Cooperation (BSEC) in 2009.

What was accomplished.

Since 2007, the MDCSU started to establish working relations with representatives of the Republic of Armenia. The launch of the Twinning instrument that is being implemented in the Black Sea region (Georgia, Azerbaijan, Armenia, Moldova) was conducive to this process. The Republic of Armenia became a third TACIS (*Technical Assistance to the Commonwealth of Independent States*) country after Moldova and Ukraine to apply the Twinning instrument.

On November 27, 2007, an international seminar dedicated to the official launch of the Twinning institution building instrument was held in Yerevan (the Republic of Armenia). Director of the Administrative office of Twinning program, Andriy Vyshnevskiy, participated in the seminar.

On February 28, 2008, the deputy Head of the MDCSU, O. Koval, met with a head of the Armenian delegation, deputy Minister of Finance and Economy of the Republic of Armenia, David Avetissian.

In 2008, the negotiations with the Civil Service Council of the Republic of Armenia with regard to the signing of the Memorandum of Understanding were initiated.

Problems. Underdeveloped intergovernmental relations in the sphere of civil service and public administration.

Challenges. In order to boost practical cooperation of the MDCSU with a comparable institution in the Republic of Armenia, it is necessary to determine legal foundations of such cooperation, its main spheres, priorities, ways of funding eventual joint events, etc. This and other issues shall be determined in respective

treaty documents. It is expected that the Memorandum of Understanding between the MDCSU and the Civil Service Council of the Republic of Armenia will become such a document.

New opportunities .

1. Escalation of the internal political situation may help to find common solutions that will regulate the activity of the civil service in the conditions of the crisis;
2. Establishment of cooperation in the field of civil service and deepening of intergovernmental relations between Ukraine and the Republic of Armenia;
3. Strengthening of cooperation between BSEC member countries due to the planned presidency of the Republic of Armenia in this organization in 2009.

Risks. Escalation of the internal political situation both in Ukraine and in Armenia (as a country in transition) can lead to the postponing of joint events within the framework of cooperation in public administration sphere.

Next steps. Contacts of the MDCSU and the Civil Service Council of the Republic of Armenia (I quarter of 2009).

Communication with the Civil Service Council of the Republic of Armenia with regard to the possible chairmanship of Ukraine in the working group on institutional development and good governance of the O4EC (2009).

Indicators of the results' achievement.

Signing of the Memorandum of Understanding between the MDCSU and the Civil Service Council of the Republic of Armenia (2009)

Contacts of the MDCSU and the Civil Service Council of the Republic of Armenia (2009-2010).

Georgia

Context. Declaration by the President of Ukraine and the President of Georgia (signed on October 28, 1997) and Declaration of the development of special partnership relations between Ukraine and Georgia (signed by presidents of two states on October 2, 1999) are the important political documents of Ukraine in the cooperation with Georgia. In 2005, foreign ministers of two states signed the Memorandum of Cooperation in the sphere of European and Eu-

ro-Atlantic integration. The contractual framework of relations between Georgia and Ukraine includes more than 100 documents.

In 1999, Georgia became a full-fledged member of the Council of Europe and the World Trade Organization. Georgia initiated the enlargement of GUAM (with Uzbekistan). Georgia closely cooperates with the United Nations and the OSCE, actively develops relations with NATO. Ukraine and Georgia closely cooperate within the framework of the United Nations Organization, the Council of Europe, BSEC, GUAM.

Ukraine and Georgia follow a similar trajectory of democratic consolidation. In both countries, comparable democratic processes of the regime change and public sector reforms occur. The exchange of experience in this sphere would have a positive impact on the consolidation of the results achieved and the democratization of state authorities in the future.

Purpose and main spheres of cooperation. Establishing exchange of experience with regard to the public administration reform, its democratization, mutual assistance in Georgia's and Ukraine's aspirations for membership in international organization would promote the development of two countries.

Possible spheres of cooperation with Georgia can include the following:

- 1) Reform of the structure of state authorities;
- 2) Struggle against corruption;
- 3) Distribution of authorities;
- 4) Remuneration system for civil service; and
- 5) Creation of the administrative code.

What was accomplished. The MDCSU started to cooperate with the Georgian party in 2007 within the framework of the Twinning project that is being implemented in the Black Sea region (Georgia, Azerbaijan, Armenia, Moldova). Georgia became the fourth TACIS (*Technical Assistance to the Commonwealth of Independent States*) country after Moldova, Ukraine and Armenia to apply the Twinning instrument.

November 29-30, 2007 – a two-day international seminar dedicated to the official introduction of the institutional development instrument Twinning was held in Georgia. The

director of the Twinning Program Administration Office participated in the event.

On March 26-28, 2008 – the deputy Head of the MDCSU, A. Vyshnevskiy, paid a visit to Tbilisi (Georgia) to participate in the conference "Reform of Public Administration in Southern Caucasus" that was organized with the financial support of the Canadian International Development Agency. At the conference, A. Vyshnevskiy spoke on the topic "Ukrainian experience in the field of the institutionalization of public policy". During the visit, A. Vyshnevskiy met with the Head of the Public Service of Georgia, Lasha Mgeladze, and the Head of the Personnel Department of the Parliament of Georgia, Marine Diana Asatiani. During the meetings, the parties discussed the functioning of public administration, system of civil service in Ukraine and Georgia, and approaches and principles of their reform. Common interests required for the future cooperation were revealed.

Problems. Absence of the cooperation agreement in the public administration sphere hampers the development of cooperation.

Challenges.

New opportunities. Establishing exchange of experience related to the reform of the public administration system, its democratization, mutual help between Georgia and Ukraine in aspiring the entry to international organizations have to promote the further development of both countries. Cooperation within the framework of international organizations, including GUAM and BSEC, mutual support by the entry to NATO will strengthen the positions of Georgia and Ukraine in the international community.

Expected results of cooperation. It is planned to engage central government bodies of Georgia to cooperation in the sphere of civil service reform before 2010.

Next steps. In 2009, it is expected to achieve the joint understanding of the importance of signing an interstate agreement that would prescribe joint efforts of Ukraine and Georgia in intergovernmental unions in the sphere of public service and the intensification of work contacts between the parties.

It is expected to sign the cooperation agreement in 2010.

Indicators of the results achieved. To establish contacts with the Georgian party (2009).

4. Central Asia

Kyrgyz Republic

Context. Diplomatic relations between the Kyrgyz Republic and Ukraine were established on September 16, 1992. The Kyrgyz Republic aspires at building democratic society and engages in international cooperation with the purpose of improving living standards of its citizens. The Kyrgyz Republic is a member of the United Nations, CIS, Central Asian Cooperation, Islamic Conference Organization, Shanghai Cooperation Organization, and the Eurasian economic community.

The distinction between administrative and political positions exists in the Kyrgyz Republic. The country also has functioning testing centers for civil servants that constitutes interest for Ukraine. Civil Service Agency of the Kyrgyz Republic was established in the country. In its turn, Ukraine accumulated considerable experience in the sphere of civil service reform and electronic governance that is useful for the Kyrgyz Republic.

Purpose and main spheres of cooperation. The main purpose of cooperation is to provide methodological, consultative and expert assistance in the sphere of civil service reform in the Kyrgyz Republic, to use Ukraine's experience in the sphere of civil service development and reform to promote stabilization and democratization processes in the Kyrgyz Republic, and to present Ukraine's achievements in the civil service reform.

What was accomplished. October 25, 2006 – working meeting of the Head of the MDCSU with the state secretary of the Kyrgyz Republic on civil service issues.

September 17-21, 2007 – working visit of the first deputy Head of the MDCSU to the Kyrgyz Republic. On September 20, 2007, the cooperation agreement in the sphere of civil service development between the Main Department of the Civil Service of Ukraine and the Civil Service Agency of the Kyrgyz Republic was signed.

September 25-28, 2008 – deputy Head of the MDCSU was on the mission in the Kyrgyz Republic with the purpose of participating in an international seminar organized with the support of the World Bank. The purpose of the visit was to study the experience of the Civil Service Agency in the Kyrgyz Republic, the functioning of testing centers for civil servants in the Kyrgyz Republic. Agreements between parties on the further steps in cooperation were reached, and the possibility of establishing testing centers in Ukraine was examined.

Problems Absence of regular bilateral relations.

Challenges.

Risks. Change of political climate and policy course in the Kyrgyz Republic.

Expected results of cooperation. Establishing partner relations with the Kyrgyz Republic in the sphere of civil service, contributing to the foundation of professional and effective civil service according to international norms and standards.

Next steps:

1. Studying the experience of the Kyrgyz Republic related to the establishment and functioning of testing centers for civil servants, as well as the examination of the possibility for creating such structures on the basis of centers for re-training and advanced training for officials in state authorities, local government bodies, state enterprises and organizations (in 2009);
2. Conducting negotiations with the Kyrgyz Republic about the possibility of organizing seminars and conferences, expert consultations with participation of the Kyrgyz party on the topic "Attractiveness of the civil service" (during 2009);
3. Holding civil service related consultations with Civil Service Agency of the Kyrgyz Republic about the introduction of administrative and political positions in Ukraine (during 2009-2010);
4. Exchanging information and the normative and legal database related to civil service reform in Ukraine and the Kyrgyz Republic (in 2009-2010);

5. Organizing meetings and round tables with participation of the representatives of the Kyrgyz Republic entitled "Special features of the development and modernization of the civil service in post-Soviet states" (during 2009-2010).

Republic of Tajikistan

Context. Republic of Tajikistan is a member of the CIS. But extended cooperation among the CIS countries did not have important implications recently because it did not include the component of equal relations. Nevertheless, in the context of the bilateral treaty concluded with the Republic of Tajikistan on June 22, 2007, the prospect of the democratization of post-Soviet countries emerged.

Purpose and main spheres of cooperation. The aim of bilateral cooperation is to establish further relations between two countries in the sphere of civil service and public administration, as well as to provide expert and methodological support in the sphere of civil service reform that will promote stabilization processes in the Republic of Tajikistan. The treaty is aimed at reforming and modernizing civil service and public administration of the Republic of Tajikistan that is an important aspect of democratic development of not only the Republic of Tajikistan, but other countries of the region. In this case, Ukraine has an opportunity to be a donor of the materials and developments and also to suggest the most effective ways of implementation of the innovations that have been tested on their own example. The Republic of Tajikistan is interesting for Ukraine in view of its experience of cooperation with the World Bank within the framework of public administration project.

What was accomplished. Upon the invitation of the MDCSU, on June 22-24, 2007, acting Head of the Civil Service Department under the President of the Republic of Tajikistan, Asror Latipov, paid a working visit to Ukraine. The main results of the visit was the signing of cooperation agreement in the sphere of civil service development between the Main Department of the Civil Service of Ukraine and the Civil Service Administration under the President of the Republic of Tajikistan. Also Asror Latipov to-

gether with the leadership of the MDCSU held working meetings with the deputy Head of the Secretariat of the President of Ukraine and the deputy Minister of the Cabinet of Ministers of Ukraine. It was agreed to initiate specific measures within the framework of the signed treaty, in particular, with regard to the functioning of electronic database and the system, of professional training for civil servants.

Problems. The pause of bilateral dialogue due to the absence of necessary financial resources to implement the treaty preceded the implementation of specific events. In its plan the Tajik party supposed that funding would be provided at the expense of the World Bank assistance, but the agreements were not reached yet (a previous common project of the Republic of Tajikistan and World Bank finished in 2005). The opportunities for funding also complicated due to the world financial crisis. *Challenges.* Provision of expert and other assistance in the sphere of civil service development by Ukraine will improve its international image as a country promoting democratic principles in the world, above all in the post-Soviet space.

Furthermore, the concluded treaty will promote the deepening of friendly bilateral relations in the context of the Friendship and Cooperation Treaty between Ukraine and the Republic of Azerbaijan from July 7, 2001.

Expected results of cooperation. In the conditions of unclear further cooperation between the Republic of Tajikistan and Ukraine it is expected to renew bilateral cooperation at least at the level of correspondence and information exchange, with the purpose of studying the functioning of the system of institutions in the civil service of both countries.

The undertaking of active efforts to reform and modernize civil service of countries on the basis of revealing functional and organizational mismatches and the laps in national legislation.

Next steps. In order to clarify further prospects of the treaty's implementation, in 2009 it is necessary to send a letter to the Republic of Tajikistan with the proposals on further cooperation in the sphere of civil service development.

Indicators of the results achieved.

- Renewal and support of the dialogue between the MDCSU and the Civil Service Administration under the President of the Republic of Tajikistan (first half of 2009).
- Elaboration of the common Action Plan on the implementation of the agreement signed for 2009 (first half of 2009)
- Studying the experience of the Republic of Tajikistan related to cooperation with the World Bank (2009).

5. Far East

People's Republic of China

The cooperation with People's Republic of China, the country with socialistic market economy and different world-view in the area of civil service is a subject of particular interest for Ukraine. The cause is that the structure of civil service of People's Republic of China cardinally differs from Ukrainian one. Consequently some interesting practices of China may be of a great use for Ukrainian civil service reform implementation. Moreover the example of China's governance may propose some new views on the instruments of state policy formation. On the other hand the advancement of democratic values in the Eastern direction will assist in elevation of the role and prestige of Ukraine in the democratic community.

In accordance with a framework documents on cooperation the main spheres of collaboration are the civil service reform, civil service and human resources development and management, professional training of the civil servants. The cooperation is expected to be done in the forms of mutual visits of officials, mutual visits of experts for studding and participation in the conferences, in the form of documentation exchange etc.

The working plans of cooperation are to be agreed on the annual basis in order to provide the realization of framework documents. The plans are to encompass concretized content, forms, volumes of cooperation, financing as well as other preplanned steps of cooperation.

The signing of Memorandum on cooperation between the Main Department of Civil Service of Ukraine and the Ministry of Personnel of the People's Republic of China in the sphere of civil service and human recourses management was accomplished by the results of fruitful consultations during the visit of Ukrainian delegation to the People's Republic of China in January 15, 2003.

On November 2005 Ukrainian delegation gave over the Draft Protocol on cooperation and experience exchange with the aim of further correcting by the China's party during the negotiations in the building of the Ministry of Personnel of the People's Republic of China. Later the same Draft Protocol was officially transferred to the People's Republic of China through the Embassy of Ukraine in China. On November 2006 during the conciliation of postponed meeting's Agenda of the representative of the Embassy of the People's Republic of China in Ukraine noticed that the Draft Protocol on cooperation and experience exchange was not received by none of the channels.

On September 30, 2006 the postponement of visit of the People's Republic of China delegation in Ukraine was announced. The new date was the first half of 2007. It turned out that the letter of September 30, 2006 was the last letter been sent on behalf of the Ministry of Personnel of the People's Republic of China to Ukrainian. Consequently the date of October 2006 should be supposed as a date of cessation of cooperation with the Ministry of Personnel of the People's Republic of China.

Three meetings (on January 15, 2003; on October 21, 2004; on November, 12, 2005) were conducted within the framework of signed Memorandum directly and one meeting was hold with the Chinese delegation headed by the Vice-chairman of Committee on State Council Management and Control on October, 20, 2006. The state and perspectives of cooperation with the Ministry of Personnel of the People's Republic of China in the sphere of civil service and administrative reform were discussed during the last meeting.

The experience exchange intensification and deepness in the sphere of civil service and

human resources reform is anticipated in the frameworks of established agreements.

In accordance with the norms of Memorandum the legal efficacy finished in January 2007. But taking a notice on the importance of cooperation with the Ministry of Personnel of the People`s Republic of China it is important to find a common point of view on the ways of cooperation renewal.

It is expected that the dialogue between the Main Department of the Civil Service of Ukraine and the Ministry of Personnel of the People`s Republic of China will be renewed until the end of 2009. Another step is the signing of Protocol on cooperation and experience exchange (second half of 2010). And the last step is the development of the new version of the Memorandum on cooperation between the Main Department of Civil Service of Ukraine and the Ministry of Personnel of the People`s Republic of China.

6. International Organizations

European Institute of Public Administration (EIPA)

Context. European Institute of Public Administration deals with trainings of public servants, applied researches as well as consults public bodies of the EU member-states and candidate countries, namely on the decisions making, European negotiations procedures, European policy etc. 2 March 2005 Director General of the European Institute of Public Administration (hereinafter – EIPA) sent letter of invitation to the Vice Prime Minister on the participation of Ukraine in the EIPA as associate member. 25 October 2005 the Main Department of the Civil Service of Ukraine received second statement of the EIPA with a proposition of the associate membership. The statement had been sent on the Polish side initiative which consistently lobbies this matter in the Board of Governor Management of the EIPA.

Objective and main directions. The objective of the cooperation with the EIPA is support of the reforms process of the public service in line with demands and standards of the EU as well

as conducting trainings for the School of Senior Civil Service.

What has been done. It was proposed to provide finances in the State Budget of Ukraine for paying member fees for associate membership in the EIPA (letter of the MDCSU of 11.04.05 № 53/3623).

The MDCSU with a letter of 29.11.05 № 94/11282 once again brought attention of the Cabinet of Ministers of Ukraine to the possibility of the Ukrainian associate membership in the EIPA.

Issues. The MDCSU with a letter of 11.04.05 № 53/3623 informed the Cabinet of Ministers of Ukraine on the EIPA proposition support for the associate membership of Ukraine and necessity to provide finances in the State Budget of Ukraine in order to pay member fees of a country associate member of the EIPA. Along with that, taking into account the Ministry of Finance of Ukraine position, the positive CMU decision had not been taken as well as the answer had not been sent to the EIPA.

At the beginning of 2009 the subject of the Ukrainian associate membership in the EIPA has not been a matter of further consideration.

Expected results of the cooperation: To become associate member of the EIPA. This is a matter of the strategic importance for Ukraine in the nearest future

Next steps. Creation of legal base for the cooperation with the EIPA, pertaining to the annual member fees (2009).

To establish contacts between the EIPA and the School of Senior Civil Service with the aim to train civil servants, conduct applied researches and provide consulting (the first part of 2009).

Cooperation of the School of Senior Civil Service with the EIPA (2009 – 2011).

Indicators.

To establish working contacts with the EIPA (I quarter 2009).

To inform the Government of Ukraine on the new possibilities for Ukraine of becoming associate member in the IEPA (II quarter 2009).

Search for finances in order to pay annual member fees in the EIPA (€30 thousand) (first part 2009).

European Public Administration Network (EUPAN)

Context. Cooperation with the European Public Administration Network is a matter of great importance for the MDCSU inasmuch as the Network – platform for sharing experience in the sphere of public administration among representatives of the EU member-states. The cooperation of the MDCSU with EUPAN foresees use of experience of the Network members with the aim of civil service of Ukraine modernization, its adaptation in line with international norms and principles, filling the conditions in the sphere of the civil service which are necessary steps to join the EU.

What has been done. As a result of intensification of cooperation with the French Republic 19 December 2008 the Ukrainian delegation headed by the Head of the MDCSU took part in the EUPAN conference which took place within framework presidency of France in the EU in Paris. During the conference to the participants was presented a short film on the civil service in Ukraine. A special reporter on the abovementioned subject was Head of the MDCSU.

Participation in the conference made it possible to get acquainted with the EU member-states experience in the sphere of the public service reforms and public administration as well as to get commentaries of the European experts on the reforms of the public service in Ukraine.

Objective and main directions. Experience use of the EU members with a view of the civil service modernization and its adaptation in line with international norms and principles.

Next steps:

- 1) trainings, seminars, consultations organization on the quality of public services, elaboration and implementation of hedge-cutting instruments in the sphere of the public service (during 2009–2010);
- 2) experience, views and best practices exchange in the sphere electronic governance, namely considering the EU member-states experience (during 2009);
- 3) consultations providing of the EUPAN institutions and schools experts on the public administration (during 2009–2010).

International Bank for Reconstruction and Development (World Bank)

Context. World Bank, founded in 1944, is one of the biggest organizations in the world which provide assistance with a view for development. The Bank conducts its activity in more than 100 developing countries, providing financial and consulting assistance aimed at raising life quality of population. The Bank works out assistance strategies for every of its countries-clients in cooperation with public organs, non-governmental organizations and private sector.

Ukraine joined the World Bank in 1992 (with the simultaneous entry into the IMF). Among international credit and finances organizations the International Bank for Reconstruction and Development is one of the biggest creditor of Ukraine.

The World Bank credits for Ukraine are more beneficial than credits from other sources. Since conditions of credit allowance are attractive. Deadline for paying back credit lasts until 20 years with period of facility of 5 years. Credits interests are paid according to the flexible rate and come to around 6,5% per year.

The World Bank is interested in conducting reforms in the sphere of the public service in line with European and world standards.

Objective and main directions. The cooperation priority with the organization is implementation of innovative and progressive transformations in the sphere of public service in Ukraine and its adaptation to the standards of the EU.

What has been done.

Main activities.

17 February 2004 – took place the International conference of the Cabinet of Ministers, donor states and international organizations representatives “Development and modernization of the civil service as a part of administrative reform implementation in Ukraine”.

9 November 2004 – took place meeting of the MDCSU Head with World Bank representatives – World Bank Director for Ukraine, Belarus and Moldova, World Bank regional manager for Ukraine, Belarus and Moldova.

13 June 2005 – the MDCSU Head conducted working meeting with the World Bank mission in Ukraine.

14 June 2005 – the MDCSU Head conducted meeting with the World Bank Director for Ukraine, Belarus and Moldova.

21 June 2005 – took place the International conference “Public service reform – administrative capacity building towards the EU membership”. The conference was organized on the joint initiative of the Government of Ukraine and the World Bank.

2 March 2006 – the MDCSU Deputy Head took part in the working meeting with the World Bank project manager “Management of the public finances system”.

5 April 2006 – the Cabinet of Ministers of Ukraine approved the MDCSU propositions on the common with the IBRD project initialization “Institutional development and public service modernization”.

13 April 2006 – the MDCSU Deputy Head took part in the meeting on the revision of the World Bank project portfolio in Ukraine.

14 March 2007 – took place meeting of the MDCSU Head and Director of the Center for Support of the Civil Service Institutional Development with the World Bank Director for Ukraine, Belarus and Moldova.

Oriented plan for project preparation “Institutional development and public service modernization” for 2009-2010 was worked out and appropriate propositions to the Ministry of Economy of Ukraine on the provisions inclusion of the above-mentioned Oriented plan to the Common plan for cooperation with International financial organizations for 2009 were given. There was done annual revision of the project portfolios with the MDCSU participation.

Results. Approval of the Memorandum on mutual understanding between the Cabinet of Minister of Ukraine and the International Bank for Reconstruction and Development and development of cooperation in the sphere of public service and administrative reform of 27 May 2004.

In 2004 elaboration of the project “Institutional development and public service modernization” was initiated. Technical and economic substantiation of the project “Institutional development and public service modernization” and oriented plan of the project preparation for 2009-2010 were worked out.

In 2005 by the World Bank request and with the MDCSU assistance there was made assessment by the international experts the professional training system of public servants and staff management system on the public service in Ukraine.

The project “Institutional development and public service modernization” was included into the list of institutional projects for the period of the Strategy partnership of Ukraine with the World Bank (2008-2011) validity as a result of the meetings in 2007.

Issues.

External issues. As of the end of 2008 the MDCSU did not receive official answer of the World Bank on the approval of project preparation “Institutional development and public service modernization”. The project was not included into the Strategy of partnership with Ukraine for the period of financial years 2008-2011.

Challenges.

New opportunities. Contribution to the public service reform in Ukraine with the World Bank support.

Assumptions. Refusal of the World Bank to support the public service reform.

Expected results of the cooperation. Implementation of informational technologies in the system of public service, wages system of public servants reforms in line with the EU standards, reforms of the professional training system of public servants and senior corps public service development.

Next steps. Waiting for the World Bank decision on the project preparation support. In case of its positive decision to make the following steps:

1. Preparation and approval of the project “Institutional development and public service modernization” with the World Bank;
2. Implementation of the project in 2010-2011.

Results indicators:

1. Decision of the World Bank for supporting the project “Institutional development and public service modernization” (end of 2009);

2. Completion of the project preparation "Institutional development and public service modernization" (2009);
3. Elaboration of the Plan of the project realization and its implementation in 2010-2011.

North Atlantic Treaty Organization (NATO)

Context. North Atlantic Treaty Organization (NATO) – open organization of democratic states which was created 4 April 1949 for providing security of its member-states. One of the activity direction is support of democratic development, corruption combating, effective functioning of the public administration mechanisms.

Entry into the NATO – one of the main priority of the foreign policy of Ukraine. Ukraine was one of the first to join NATO programme "Partnership for Peace" (PfP), signed 8 February 1994. This document initiated active rapprochement between NATO and Ukraine. New level of cooperation began 9 July 1997 with signing Charter on a Distinctive Partnership between Ukraine and NATO. 22 November 2002 with a view to deepen and enlarge relations Ukraine – NATO was signed Ukraine – NATO Action plan which has to contribute to the reformatory efforts of Ukraine on its way to the overall integration to the NATO. In April 1999 was opened NATO Liaison Office in Ukraine. The purpose of its activity is to contribute Ukraine's participation in the programme "Partnership for Peace" with maximum complete use of its possibilities as well as deepening cooperation between the NATO and the state structures of Ukraine. One of the direction of the Office work is implementation of the Programme of civil staff professional trainings of security sector.

Objective and main directions. Important direction of cooperation with the NATO is realization of the State target social programme on training, retraining and raising of qualification of specialists skills in the sphere of European and Euro-Atlantic integration of Ukraine for 2008 – 2011 with a view to improve administrative services and approximation of public administration system of Ukraine to the EU standards, social

relations democratization, transition of organ of public authority from the citizens management principles to the principles of its interests service.

What has been done. Currently cooperation is carried out in the framework of Target plans Ukraine – NATO implementation.

In February 2008 the Center for Support of the Civil Service Institutional Development began its cooperation with the NATO Liaison Office in Ukraine.

29 February 2008 – the MDCSU Head conducted working meeting with Head of the NATO Liaison Office in Ukraine, James Green. As a result of this meeting was created Working group on cooperation in training, retraining and raising of qualification of specialists skills in the sphere of European and Euro-Atlantic integration.

13 March 2008 – the Director of the Center for Support of the Civil Service Institutional Development, A. Vyshnevsky conducted working meeting with the Head of the Programme of the civil staff professional training of security sector of the NATO Liaison Office in Ukraine, Barrie Adams.

19 March 2008 – the MDCSU Deputy Head O. Koval took part in hearings: "Intensification of cooperation with NATO: openness of dialogue, cooperation advantages", organized by the Committee on the European integration of the Verkhovna Rada of Ukraine.

5 November 2008 was adopted the State target social programme on training, retraining and raising of qualification of specialists skills in the sphere of European and Euro-Atlantic integration of Ukraine for 2008 – 2011 (its budget as of 2009 amounts to 10 million UAH).

Issues. Meetings of the Working group on cooperation in training, retraining and raising of qualification of specialists skills in the sphere of European and Euro-Atlantic integration are not held.

Expected results of the cooperation. Raising the professional level of public servants skills through implementation of the programmes on the qualification raising and democratic values introduction in the civil service of Ukraine.

Next steps:

1. To take appropriate measures on the NATO and its member-states international technical assistance involvement for the Programme accomplishing and invite NATO Liaison Office representatives to the international conference of donors which will be organized in order to present the MDCSU international cooperation for 2009-2011 (I part of 2009);
2. To fulfill main articles of Target plans Ukraine-NATO which are a matter of responsibility of the MDCSU (2009-2011);
3. Implementation of the State target social programme on training, retraining and raise of qualification of specialists skills in the sphere of European and Euro-Atlantic integration of Ukraine (2009-2011);
4. To organize seminars, trainings for audience of top civil servants, heads of personal departments of the central executive organs (II quarter 2010);
5. To organize competition among the civil servants of Ukraine. Winners of the competition will have traineeship in the NATO member-states on the Euro-Atlantic integration (second part 2010);
6. To organize English courses for public servants (2009-2011).

Results indicators.

Participation in the work arrangement of the NATO Liaison Office in Ukraine Working group (I quarter 2009).

Experts assessment of Ukraine-NATO cooperation results for one year in the sphere of public service (every year in December in the course of 2009-2011).

Implementation of the State target social programme on training, retraining and raise of qualification of specialists skills in the sphere of European and Euro-Atlantic integration of Ukraine (2009-2011).

Statistic analysis of the Ukrainian civil servants traineeship in the NATO member-states for one year (every year in December in the course of 2009-2011).

Organization for Economic Cooperation and Development (OECD)

Context.

Organization for Economic Co-operation and Development (OECD) was created in 1961 on the base of European Organization of Economic Co-operation, established for technical assistance management from the side of the USA and Canada in the framework of Marshal's Plan about Reconstruction of Europe after II World War. OECD consists of 30 well-developed countries of the world. Together with IMF and National Bank it is one of the three most powerful and leading world institutions.

OECD mission:

- Promotion of permanent economic rising;
- Citizens scale of living increasing;
- Financial Stability support;
- Promotion of world trade development.

OECD – is a community of countries, that share similar ideas. This is a “club for rich” and members of it produce 2/3 of world material assets and services. But it is not a private one. To become a member of this club one should share principles of market economy and democratic pluralism.

The nuclear of this organization firstly consists of countries of Europe and North America. Nowadays there are Australia, Austria, Belgium, United Kingdom of Great Britain and Northern Ireland, Greece, Kingdom of Denmark, Spain, Island, Ireland, Republic of Italy, Canada, Southern Korea, Luxembourg, Mexico, Germany, Norway, New Zealand, Netherlands, Poland, Portugal, Slovakia, USA, Turkey, Hungary, Finland, France, Check Republic, Switzerland, Sweden, and Japan in OECD. It is expected to happen that Estonia and Chile will join OECD in the nearest future. All of them gather together for the Special Committee for holding the discussions, consultancies, analysis, making decisions etc. In the framework of these committees sharing the most important information take place.

Public Administration Committee of OECD (further – Committee) is a well-known world forum for sharing best practices in the field of public administration, in the work of which human recourses management work groups, ex-

pert groups of prevention against conflicts of interest, providing the clearness of civil service and e-governance and others take part.

In general OECD includes 200 work committees and groups, technical subgroups. Around 40 thousands experts, mostly representatives of higher level of national administrations, take part in OECD events every year.

Nowadays Ukraine is in status of permanent observer in Public Administration Committee of OECD, Committee of steel, Small and medium business work group, Economic and Social development on the local level Committee. Question about Ukraine's joining the Committee of shipbuilding, Committee of marine transport, Committee of additional questions and some other ones is to be discussed present day.

Except of taking part in Committees of OECD Ukraine began to straightforward its attempts on finding new ways of becoming the member in the mentioned organization. Exactly because of such purpose **Coordination Council** for Cooperation with **OECD** was created. Among its duties are the following: coordination and promotion of Ukrainian interests in Committees, making better the state policy in OECD cooperation intensification and other.

Aim and main directions.

The high status of Committee is improved by the fact that it is an instrument of well-done work providing by OECD Directorial of public administration and territorial development. The participation in its work will give Ukraine opportunities to get positive experience, which is so necessary for realization of public service and administrative reforms. It also will strengthen the authority of Ukraine in the international community and influence relationships with foreign partners in a positive way.

What is done.

Main Department of the Civil Service after previous consultancies with OECD representatives at the beginning of 2007 sent an official letter to General Secretary of OECD with the ask to discuss the issue about getting by Ukraine the status of permanent observer in Committee. In January 2008 the official answer was received. It was said in there that Ukraine is invited to take part in Committee's session and introduce its

experience in the field of civil service development and public administration. Deputy Head of the Main Department of the Civil Service of Ukraine took part in 37th and 38th Committee sessions which was hold in April and May 2008.

On 16 – 19 April, 2008 during the 37th session Ukraine was introduced as new permanent observer of OECD. Also it was given the representation of perspectives of Ukraine in such status. A few events concerned discussion and sharing the experience in the field of risks management in public sector took place.

On 21 – 25 October, 2008 in the framework of 38th Committee session the state, problems and perspectives of modernization of Public Service in Ukraine were represented, its basic results and development plans mentioned. During these sessions work meetings with the Board of Secretariat of Committee took place, the topic of which concerned providing in Ukraine functional reviews of public administration system by OECD in 2010-2011. The procedure of CEB taking part in the international organization activity is regulated by the Resolution from 13.06.02 № 1371 «About establishing of Central Executive Bodies Participation order in the activity of international organizations, one of the members of which is Ukraine» of Cabinet of Ministers of Ukraine. That is why Main Department of the Civil Service of Ukraine created the Project of Resolution of Cabinet of Ministers of Ukraine "About the addition to chapter 5 about the Register of Central Executive Bodies, responsible for the performance of duties of Ukraine connected with membership in international organizations, the adoption of which will settle the question about its participation in Committee". Mentioned above resolution was adopted during the session № 1043 of Cabinet of Ministers of Ukraine.

Issues.

Remains unresolved question of payment of contributions Ukraine, as a permanent observer to participate in the Committee for 2008 (€ 7 500), as well as in 2009 (€ 10 000).

The status of permanent observer at the Committee granted to Ukraine by December 2009. At the end of this conditional probation, assessment of the participation of our country

will be made according to such criteria: participation in meetings of the Committee, active in the Committee's work, the quality of preparation for the scheduled meetings of the Committee, the quality and intensity of the performances, timely payment of contributions.

Given the above, we can conclude that the failure of future assessments may result in losing status, and thus it far Ukraine from membership in the OECD.

Challenges

One of the main issues is the implementation of all requirements that were set by OECD and ensure the continuation of the status of permanent observer to the Committee on Public Administration to the OECD in 2014.

You must also hold relevant work and consultation with the OECD Secretariat and relevant organs of state power in Ukraine, on the analysis by OECD experts of public administration in Ukraine in 2010 – 2011 years, and find the necessary budget funds (0.7 – 1.5 million €).

Expected results of cooperation

Ukraine gained full membership of the Committee on Public Administration. As a full OECD membership it will allow equal participation in the Committee's work and share experiences on the level of most developed countries. Also, acquiring full membership will accelerate the granting Ukraine full membership in the OECD.

After evaluation of the government in Ukraine will be determined a number of problems and obstacles in the process of reform of the public sector, the strengths and weaknesses of the government machinery, but also provided recommendations for improving its status and future steps to bring the civil service system to European standards.

Next steps. Find ways to pay contributions Ukraine permanent observer in the Committee on Public Administration OECD to ensure a stable participation in its work and officially start the negotiations with OECD on the conduction by its experts examination of public administration in Ukraine.

United Nations (UN)

Context. Ukraine became a member of the United Nations since the establishment of the organization in 1945. After independence, this cooperation has acquired new meaning, especially to modernize the entire infrastructure of Ukraine, building in Ukraine transparent and democratic society. Ukraine has currently signed eight key international agreements and UN conventions, supported and committed to implement the Millennium Declaration and Millennium Development Goals which had been adopted at the UN General Assembly. In Ukraine, there is an office of the United Nations as well as local branches of 15 different agencies and affiliated organizations of the UN family. Among them: United Nations Development Program (UNDP), International Labor Organization (ILO), International Monetary Fund (IMF), World Bank (WB) and others.

In reforming the civil service MDCSU is working primarily with the UNDP. In accordance with the established priorities of the Government of Ukraine, of the EU-Ukraine Action Plan, and of the UNDP Action Plan for Ukraine (2006-2010), activities in the field of democratic governance are focused on the following areas: administrative reform and civil society; decentralization and local government, judicial reform and human rights, gender equality, regional integration / improvement of national border management.

The purpose and main lines. Collaboration aims to create a solid foundation for implementing the reforms of state service of Ukraine and the achievement of its effectiveness and transparency.

What has been done. Delegation of Ukraine headed by the Head of the Main Department of Civil Service of Ukraine took part in the 6 th and 7 th session of the UN Global Forum on good governance, which were held in the Republic of Korea and the Republic of Austria in 2005 and 2007.

23-27 May 2005 – Ukrainian delegation headed by the Head of the MDCSU took part in the 6 th session of the UN Global Forum "Moving towards the responsible and transparent governance", Seoul (Korea Republic).

26-27 June 2007 – Ukrainian delegation headed by the Chief of the Main government service of Ukraine took part in the 7 th session of the UN Global Forum on improvement state governance, Vienna (Austrian Republic).

March 6, 2006 – Meeting the Head of Main Department of Civil Service of Ukraine T. Motrenko with UNDP Resident Representative Francis O'Donnell. The sides discussed prospects for cooperation, including the signing of the Memorandum of Cooperation.

February 13, 2007 an agreement was signed between the Government of Ireland and the United Nations Development Program in Ukraine for financial assistance in support of the Government of Ukraine reforms in the civil service.

September 27, 2007 Head of the Main Department of Civil Service of Ukraine T. Motrenko met with Deputy Chairman of the representation of Development Program United Nations in Ukraine Joanna Kazana-Wisniowetska, during which they discussed the state of preparation of project documentation of the project "Support to civil service reform in Ukraine", which was funded by the Government of Ireland and implemented UNDP. October 25, 2007 at the United Nations office in Ukraine a trilateral new project "Support to the reform of the Civil Service of Ukraine" was signed, which gave rise to the implementation of this project.

Next steps:

1. Participation in the special thematic sub-groups B2 "Governance and Administrative Reform" with the purpose of identification and periodic review of priorities for UNDP and donor support in the field of public service in the administrative reform (during 2009 – 2010);
2. Training, seminars and conferences on projects on administrative reform (during 2009-2010);
3. Involvement of expert assistance in the field of public service in order to achieve a better understanding of the new relationship between civil servants as service providers and citizens as clients of public institutions (for 2009-2010);
4. Involvement and participation of national experts and institutions in the im-

plementation of joint projects, ensuring thereby developing national capacity and the implementation of joint projects (during 2009);

5. MDSCSU plans to initiate preliminary consultations with the Committee for Economic and Social Cooperation of UN to strengthen cooperation in the framework of his work (2010).

The Organization for Black Sea Economic Cooperation (BSEC)

On February 9, 2005 International Centre for Black Sea Research (ICBSS) in cooperation with the Ministry of Foreign Affairs, decentralization and state authority of Greece Republic conducted a regular Workshop on Institutional Renewal and Good Governance in Athens. That was a final precondition of establishment of the Black Sea Economic Cooperation Working Group on Institutional Renewal and Good Governance (hereinafter – WG) performed by the Council of Ministers of BSEC Member-States on April of 2005. Ukraine was a permanent participant of WG meetings having determined the extension of cooperation with BSEC member-states and the enhancement of influence on development and functioning processes as one of the international cooperation priority.

Among the main lines of WG activity is the assistance in creation of regional network for dialogue on the issues of state policy and facilitation of policy reform in BSEC Member-states especially in the vital spheres of state authority, trade and investment, energy, transport, communication, tourism and agree culture.

It is planed that after Ukraine`s nomination with a status of WG country-coordinator the implementation of new principles for WG activity and use of already existed practices as well as realization of mutual initiatives will definitely enhance the mission of BSEC and the prestige of Ukraine as a country providing a prompt BSEC development.

On March 26 and October 28, 2009 Ukraine participated in the WG meetings. The discussion and experience exchange on the best practices in the sphere of Administrative Reform performance were conducted. During the meetings

Ukraine presented own achievements on the key lines of WG activity in the sphere of institutional renewal. The establishment of the School for Senior Civil Service in Ukraine and the issues of politic and administrative position distinguishing in the Draft Law on Civil Service were of a great interest for participants. The consultations with a Vice Consul of Consulate-general of Ukrainian were carried out in respect of the following participation of Ukraine in the activity of BSEC. Consequently Ukraine made a request on nomination in a status of country-coordinator of the WG.

The risk of funds absence to cover the travel and accommodation costs of visit arises in the period of budgetary disbursements and Government activity instability. An extra risk is the absence of quorum due to intensification of a world financial crisis as the disbursement was shorted in a majority of the WG member-states.

Worthy of notice is the fact that coordination of the WG will facilitate the extension of working ties with analogical state bodies' foreign representatives that are to say the potential partners in a further extension of bilateral cooperation. In a short-term perspective that may provide the opportunity to use actively BSEC mechanisms for experience exchange and for influence on research and developments.

The expected results of cooperation with BSEC Organization are the nomination in a status of country-coordinator of the Working Group and successful accomplishment of power at the end of two-year term of coordination.

Next steps. Ukraine is expected to present the Plan of Actions on a period of own WG coordination as well as:

- to get the status of Country-coordinator of the Working Group;
- to prepare and to present own Program of WG Coordination;
- to sum up the first results of the better management principles implementation in accordance to the BSEC Plan of Actions

Council of Europe

Context. Council of Europe – an international organization of 47 member states in Europe. The Council was officially established on the 5th of May, 1949 by London Agreement, signed by ten countries of the founders. The aim of the Council of Europe – to achieve greater unity between its members for security and implementation of the ideals and principles which are their common heritage and facilitating their economic and social progress. November 9, 1995 Ukraine, together with the former Yugoslav Republic of Macedonia joined the Council of Europe. There is a permanent Office of the Council of Europe in Ukraine. Cooperation is carried out in the framework of Action plan of the Council of Europe for Ukraine for 3 years.

The purpose and main lines. Expert opinion on the draft Law of Ukraine "On State Service" (new version) and the draft Law of Ukraine "On the conflict of interest in public service and service in local government.

What has been done. In the framework of the Action plan of Council of Europe for Ukraine for 2005-2008, the project "Support of good governance in Ukraine" (budget—about € 450 thousand) was operated. One of the partners from the Ukrainian side was MDCSU.

22-23 November, 2006 held meetings with representatives of Group of States against corruption (GRECO) at the MDCSU and the Ministry of Justice on the consideration of the major provisions of the draft Law of Ukraine "On State Service" (new edition).

In December 2006 representative of MDCSU took part in the delegation of Ukraine at the GRECO plenary session in Strasbourg.

19-23 March 2007 – the 32nd plenary meeting of GRECO adopted Joint 1st and 2nd rounds of evaluation in Ukraine.

In July 2008 signed the Action Plan of Council of Europe for Ukraine for 2008-2011.

December 5, 2008 the round table on the discussion civil service legislation and conflict of interest was taken place. The event was attended by Head of MDCSU, Representative of the Secretary of the Council of Europe to coordinate cooperation programs in Ukraine Ake Peterson. During a round table discussion was

presented recommendations SIGMA program for Senior Civil Service, expert opinion of the GRECO evaluation group on the settlement of the conflict of interests in the member countries GRECO, expert opinion of the draft Law "On Civil Service" (new version), provided by the draft Law "Support to the proper government in Ukraine".

Challenges. In July 2008 the Committee of Ministers of CU adopted the Action Plan of Council of Europe for Ukraine for 2008-2011. MDCSU is involved in the project "Support to good governance: against corruption project in Ukraine» (UPAC) (2008-2009 years), the project "Development of legislation on local self-government and balanced division of competence" (2008-2010).

Expected results of cooperation. Adoption of the draft Law of Ukraine "On State Service" (new version) (after submission to Cabinet of Ministers of Ukraine in July 2009) and the draft Law of Ukraine "On the conflict of interest in public service and service in local government".

Next steps:

1. The practical implementation of the Action Plan of Council of Europe for Ukraine for 2008 – 2011;

2. Negotiations with the Council of Europe regarding the participation of MDCSU in project "Combating Corruption in Ukraine (2008-2009) and the project" Development of legislation on local self-government and balanced division of competence"(2008-2010) (second quarter 2009);
3. Consideration the expert opinion on the draft Law of Ukraine "On State Service" (new version) and the draft Law of Ukraine "On the conflict of interest in public service and service in local government" (constantly).

Indicators of achievement. Contacting with the Council of Europe to find forms of cooperation with MDCSU in the framework of Action Plan of CU for Ukraine 2008 – 2011 years (2009-2011).

Organizing a round table to discuss the draft Law of Ukraine "On State Service" (new version) and the draft Law of Ukraine "On the conflict of interest in public service and service in local government" (March 2009).

SECTION III. RECOURSE SUPPORT AND MECHANISMS OF REALIZATION

For Strategy realisation it is very important to provide sufficient human and financial resources and also to organize effective partnerships and communications on behalf of the Main Department of the Civil Service of Ukraine.

1. Human recourses

International cooperation of Main Department of the Civil Service of Ukraine provides by: Main Department of the Civil Service of Ukraine, its territorial bodies, Center for Adaptation of the Civil Service to the standards of the European Union, School of senior civil service.

1.1. CENTRAL OFFICE OF THE MAIN DEPARTMENT OF THE CIVIL SERVICE OF UKRAINE

Unit for International Cooperation and European Integration of Civil Service Policy and Development Strategy Analysis Department is a structural subdivision responsible for international cooperation MDCSU and its coordination. Besides, it coordinates the realization of the Strategy of international cooperation of MDCSU for 2009-2011.

Unit of protocol and public consultation of Department for organization-analytical providing of the work of the Head and staff management is responsible for abundance of protocol of international events with participation by Head of MDCSU. Others functional units of MDCSU are the main players in cooperation with international partners of MDCSU according to their jurisdiction.

1.2. TERRITORIAL BODIES OF MDCSU

Territorial bodies of MDCSU take part in the realization of the Strategy of international cooperation of MDCSU for 2009-2011 for develop and make deeper international cooperation in the spheres of civil service and public administration on the regional level. Tasks related to international cooperation and European integration in each of 27 territorial units of MDCSU will be directed first of all at:

- participation the representatives of territorial bodies of MDCSU in foreign visits, international seminars and conferences, including together with delegations of regional authorities;
- study-tours and trainings of representatives of territorial bodies of MDCSU abroad, including together with representatives of regional authorities;
- incorporation the territorial bodies of MDCSU to others activities in the framework of international cooperation of MDCSU;
- exchange and spread the experience in concrete region mentioned by results of participation in cross-border cooperation in the sphere of civil service and public administration;
- achieve agreements with the Regional State Administrations and Regional Councils to spread the gained international experience in the sphere of public administration at the regional level and participation in the foreign visits (2006 – Agreement with Zhytomyr Regional Council, Agreement with Dnipropetrovs'k Regional State Administration and Regional Council, Agreement with Chernivtsi Regional State Administration and Regional Council).

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

Center for Adaptation of the Civil Service to the standards of the European Union (therefore – Center) response for coordination of international technical assistance, beneficiary of which is MDCSU. Especially, there are the projects “Technical Support Of Public Sector Reforms In Ukraine” (DANIDA), “Support to Civil Service Reform in Ukraine” (UNDP), “Civil Service Human Resource Management Reform” (CIDA) and “Implementation of Tinning Operations” (ITO). Also, Center plays a role of coordinator of im-

plementation in Ukraine European institutional building instruments Twinning (function as the Programme Administrative Office), TAIEX and SIGMA.

1.4. SCHOOL OF SENIOR CIVIL SERVICE

School of Senior Civil Service (the School) was founded October 27, 2008 with the aim of preparing and implementing training programs in the areas of civil service, public administration and European integration for civil servants who hold I-IV categories positions. School cooperates with similar institutions, which operate in EU countries, including Dutch Institute for Public Administration (ROI International), as well as a numbers of others similar institutions in different countries.

During 2009-2011 School plans to acquire membership in the professional associations of similar institutions. Besides, Schools should establish close mutual cooperation with similar schools in the democratic countries that will provide an opportunity to attract the best foreign coaches to improve the training activity of the School. The launch of joint initiatives for raising international technical assistance is also a purpose of improvement the capability of School for 2009-2011.

2. Financial Recourses

Financial resources of international cooperation are the funds provided by the State budget for the current year in the framework of international technical assistance projects where the beneficiary is MDCSU and also attracted additional financial resources from sources not prohibited by law.

2.1. STATE BUDGET OF UKRAINE

The budget program number 61211010 entitled "Management and functional operation of the civil service" is the main financial resource of international cooperation of the MDCSU.

Another financial resource is the budget program number 6122030 entitled "Civil Service Institutional Development".

2.2. PROJECTS OF TECHNICAL ASSISTANCE

Additional source of resources of the MDCSU are the four technical assistance projects where MDCSU is beneficiary, namely:

- 1) project «Technical Support to Public Sector Reforms In Ukraine» (DANIDA), operated during two years (from November 1, 2007 till October 30, 2009). The project budget was 10 766 505.91 Danish kroner, a project donor was the Ministry of Foreign Affairs of Denmark (DANIDA);
- 2) project «Support to Civil Service Reform in Ukraine» (UNDP), operated during two years (from October 24, 2007 till October 24, 2009). The project budget was 1 000 000 Euros (1 340 000 U.S. dollars), a project donor was the Government of Ireland;
- 3) project «Ukrainian Civil Service Human Resource Management Reform» (CIDA), which belongs four years (2007-2011). The project budget amounts to 4 800 000 Canadian dollars, project donor is the Canadian International Development Agency (CIDA);
- 4) project «Implementations of Twinning Operations» the aim of which is the support of Ukraine's ability to obtain the best benefit in the technical assistance which are provided and financed by the European Union, in particular, through the Twinning instrument. Beneficiary of the project is the Center for Adaptation of the Civil Service to the standards of the European Union, which today also function as the Programme Administrative Office. Project started on August 15, 2006, duration – 30 months, budget – 1 900 000 euros, a donor is the European Commission.

2.3. ADDITIONAL FINANCIAL RECOURSES

Additional financial recourses for international cooperation of MDCSU could be the following projects:

- 1) project Policy Reform Implementation Support Mechanism (PRISM);

2) Millennium Challenge Corporation Threshold Program to Fight Corruption held;

3) projects of the Action Plan of the Council of Europe in Ukraine for 2008–2011 (“Ukraine Anti-Corruption Program” and “Development of the legislation in the local self-government and delimitation of competence”).

Project Policy Reform Implementation Support Mechanism (PRISM) – is the project of CIDA which finance initiated subprojects in the public administration sphere. The project works during 2007-2013. From project budget are financed subprojects initiated by the beneficiaries.

Deputy of the Head MDCSU is a member of Council into realization of Millennium Challenges Corporation Threshold Program to Fight Corruption held. September 2007 the United States Agency for International Development (USAID) has allocated a grant to finance the activities provided by components 3 and 5 of the Millennium Challenges Corporation Threshold Program to Fight Corruption held. In subcomponent 3.1. (Ethics and Conflict of Interests) MDCSU indicates as one of the main Ukrainian partners.

In June, 2005 EU-Ukraine Cooperation Action Plan on 2005 – 2008 was signed. 23% of projects, outlined in the Action Plan were financed by the Council of Europe, the rest of them were financed by the European Commission. The project “Support for Improvement in Governance and Management” is established in the Action Plan. The budget of the Project was about 450 000 euro, the Main Department of Civil Service of Ukraine was one of the partners from Ukrainian Party. Besides the Main Department of Civil Service of Ukraine was interested in the project “Support for Improvement in Governance and Management – anti-corruption project in Ukraine”, which budget is 2 750 000 euro and in the project “Community Capacity Building (training courses for young civil servants)” which budget is 90 000 euro.

On July, 2008 Committee of Ministers of Council of Europe adopted EU-Ukraine Action Plan for Ukraine on 2008 – 2011. The Action Plan will be financed by the Council of Europe, European Commission and by the donor countries. The Main Department of Civil Service of Ukraine

is interested in the “Project against corruption in Ukraine” (UPAC) which was implemented on June, 2006 and will be in force till July, 2009 and in the project “Legislation development on local self-government and profound distribution of competence” which will be in force for 3 years.

3. Communication and Partnership

3.1. THE PRESIDENT OF UKRAINE, VERKHOVNA RADA OF UKRAINE, THE CABINET OF MINISTERS OF UKRAINE

The Verkhovna Rada of Ukraine ratifies agreements on international treaties according to the Law of Ukraine on International Agreements dated on June 29, 2004 № 1906.

Aparat of Verkhovna Rada of Ukraine, the Committee on Foreign Affairs and European Integration Committee of Verkhovna Rada of Ukraine which are responsible for external policy formation and European integration of Ukraine are the main partners of the Main Department of Civil Service of Ukraine.

The Main Department of Civil Service of Ukraine takes part in preparation and organization of the state and official visits of the Head of the State and the Prime-Minister of Ukraine abroad together with the state and official visits of the heads of the other states and governments to Ukraine.

The Minister of the Cabinet of the Ministers of Ukraine who being the representative of the Government of Ukraine directs and coordinates the activity of the Main Department of Civil Service of Ukraine is also involved into international activity in the area of public administration and civil service.

In this very context among the partners of the Main Department of Civil Service of Ukraine are the Secretariat of the President of Ukraine together with the Secretariat of the Cabinet of the Ministers of Ukraine and the following structural divisions:

- The Main Department of External Policy of the Secretariat of the President of Ukraine;

- The Department of State Protocol and Ceremonial of the Secretariat of the President of Ukraine;
- Coordination Bureau for European and Euro-Atlantic Integration of the Secretariat of the Cabinet of the Ministers of Ukraine;
- The Department of external economic policy and international cooperation of the Secretariat of the Cabinet of the Ministers of Ukraine;
- The Department of Protocol and Official Ceremonies of the Secretariat of the Cabinet of the Ministers of Ukraine

3.2. MINISTRY OF FOREIGN AFFAIRS OF UKRAINE AND OTHER INTERESTED MINISTRIES

The Ministry of Foreign Affairs of Ukraine is the main coordinator of external policy of Ukraine. The Ministry of Foreign Affairs of Ukraine provides diplomatic correspondence, approves technical tasks on business trip of civil servants abroad. The communication of the Main Department of Civil Service of Ukraine is possible due to diplomatic links of the Ministry of Foreign Affairs of Ukraine in particular through representative offices of Ukraine abroad (Embassies of Ukraine, Consulates General of Ukraine, representative offices of Ukraine by international organizations). The Ministry of Foreign Affairs of Ukraine contacts with the international representative offices in Ukraine.

A great quantity of other interested ministries that take part in approval of legal acts the main author of which is the Main Department of Civil Service of Ukraine (MDCSU) are the partners of the MDCSU in international collaboration. They are:

- The Ministry of Justice of Ukraine;
- The Ministry of Finance of Ukraine;
- The Ministry of Economy of Ukraine.

The Ministry of Justice of Ukraine approves and registers international agreements, signed by the Main Department of Civil Service of Ukraine and then includes them to the Central register of legal acts of Ukraine.

The Ministry of Finance of Ukraine approves expenses for international cooperation of the

Main Department of Civil Service of Ukraine in the Government budget of Ukraine for the current year.

The Ministry of Economy of Ukraine coordinates international technical assistance to Ukraine.

3.3. OTHER PARTNERS

The establishment of partnership with the international representative offices in Ukraine is very important for the Main Department of Civil Service of Ukraine.

The cooperation of the Main Department of Civil Service of Ukraine with the international funds and representative offices of international funds in Ukraine in particular with the representative office of International fund "Eurasia" in Ukraine, International fund "Renaissance" and Foundation "Ukraine – USA" is considered to be rather significant.

The establishment of partnership with the National Academy of Public Administration of the President of Ukraine (NAPA) is also important. The Main Department of Civil Service of Ukraine may give proposals/ government order to NAPA on Master papers taking into consideration the priorities of international cooperation of MDCSU.

4. The Implementation Mechanisms

In the first decade of 2009 the International Donor Conference should be organized in order to present the Strategy of international cooperation of the Main Department of Civil Service of Ukraine on 2009 – 2011.

The realization of the Strategy of international cooperation of the Main Department of Civil Service of Ukraine on 2009 – 2011 will be conducted through preparation of annual action plans concerning the implementation of the main provisions of the Strategy the detailed elaboration of which should be included into annual and quarter action plans of the structural divisions of the Main Department of Civil Service of Ukraine, territorial bodies of MDCSU, the Center for Adaptation of Civil Service to the Standards of European Union and the School of Senior Civil Service

The activities on Strategy realization are included into the Strategic action plan of MDCSU for the definite year.

In the end of each year there should be conducted the monitoring of the results and the assessment of the fulfillment of the set tasks based on the results of the corresponding action plan.

Annually there should be prepared the report based on the results of realization of annual action plans on implementation of the provisions of the Strategy and they should be presented with the participation of territorial bodies of MDCSU, the team-leaders of the projects of international technical assistance and the representatives of other interested parties.

The financing of the activities with the purpose of the Strategy realization is included into the budget of MDCS, its territorial bodies, ministerial and subsidiary bodies for the definite year.

