

# EXPERIENCE OF THE CENTER IN THE AREA OF CIVIL SERVICE ADAPTATION TO THE STANDARDS OF THE EUROPEAN UNION



## LEGISLATIVE FRAMEWORK OF THE CENTER ESTABLISHMENT

- ✦ Resolution of the Cabinet of Ministers of Ukraine «On the Establishment of the Center for Support of the Civil Service Institutional Development» No. 485 dated 14.04.2004
- ✦ Resolution of the Cabinet of Ministers of Ukraine «On the Issues of the Center for Support of the Civil Service Institutional Development» No. 528 dated 04.06.2008



**CENTER FOR SUPPORT  
OF THE CIVIL SERVICE  
INSTITUTIONAL DEVELOPMENT**

MAIN CIVIL SERVICE DEPARTMENT OF UKRAINE



**CENTER FOR ADAPTATION  
OF THE CIVIL SERVICE**

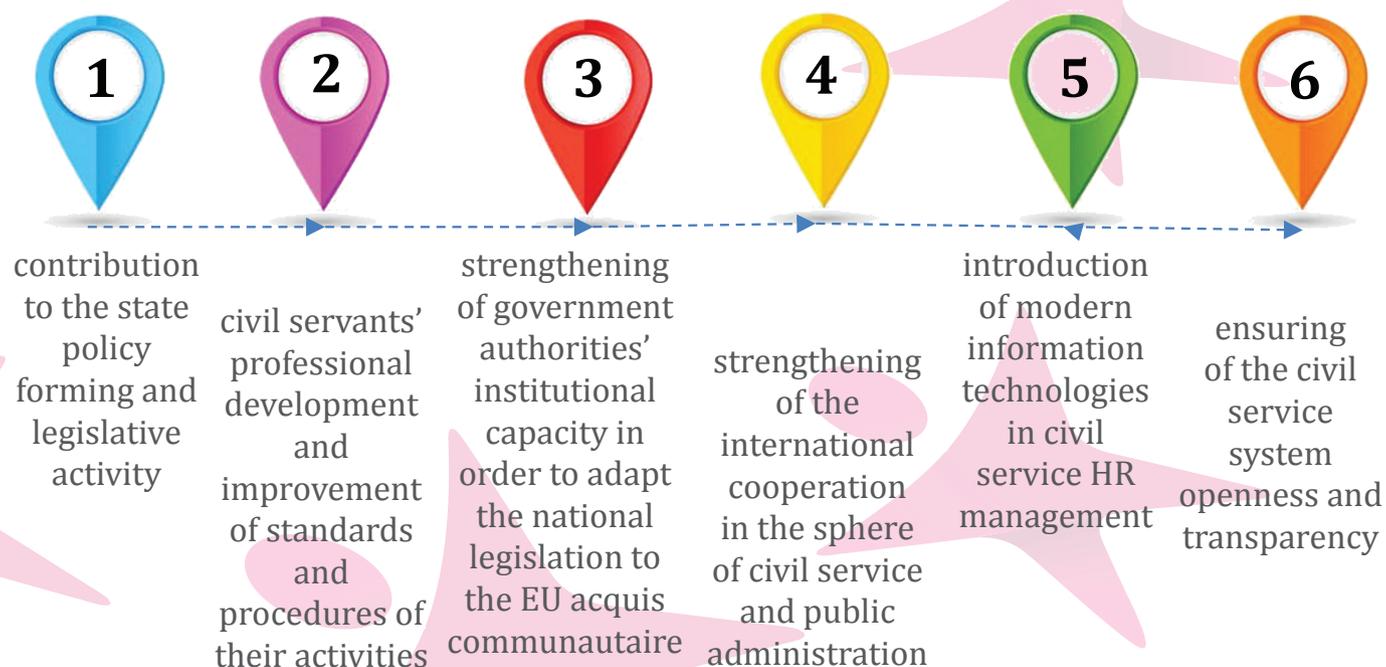
TO THE STANDARDS OF THE EUROPEAN UNION



**Center for Adaptation  
of the Civil Service**

**To the standards of the European Union**

**Strengthening of cooperation between Ukraine and the European Union in the area of civil service and public administration, improvement of the coordination mechanism of institutional ensuring its adaptation to the EU standards, in particular organization of the institutional building instruments Twinning, TAIEX and SIGMA Programme effective use and professional development and raising awareness on the European integration issues**





## CONTRIBUTION TO THE STATE POLICY-MAKING AND LEGISLATIVE ACTIVITY

*Development of the drafts of legal acts on Civil Service improving*

### PARTICIPATION IN THE PROCESS OF IMPLEMENTING TASKS OF THE ASSOCIATION AGREEMENT BETWEEN UKRAINE AND THE EU

- ✦ Law of Ukraine *"On Civil Service"* as of 10.12.2015 No 889-VIII
- ✦ Resolution of the Cabinet of Ministers of Ukraine *"On Approval of the Reform Strategy of Civil Service and Service in Local Self-Government Authorities for the Period up to 2017 and the Action Plan for its Implementation"* as of 18.03.2015 No 227-r
- ✦ *Public Administration Reform Strategy for 2016–2020*, approved by the Cabinet of Ministers of Ukraine as of 24.06.2016 No 474-r
- ✦ Resolution of the Cabinet of Ministers of Ukraine *"On Approval of the Procedure for Initiating, Preparation and Implementation of the Twinning Projects"* as of 11.10.2016 No 700
- ✦ Resolution of the Cabinet of Ministers of Ukraine *"On Approval of the Procedure of Preparation, Approval and Realization of the Action Plan on Involvement of External Assistance of the European Commission within the framework of TAIEX"* as of 13.01.2016 No 32
- ✦ Draft Law of Ukraine *"On Service in Local Self-Government Authorities"* (new edition)
- ✦ Draft *Strategy of Preparation and Training of Civil Servants and Local Self-Government Officials in the Area of European and Euro-Atlantic Integration till 2020*



# CONTRIBUTION TO THE STATE POLICY-MAKING AND LEGISLATIVE ACTIVITY

## *Functional Review of Central Executive Authorities*

### LEGAL BASIS

- ★ Resolution of the Cabinet of Ministers of Ukraine *“On the Issues of the Center for Support of the Civil Service Institutional Development”* as of 04.06.2008 No 52
- ★ Order of the Main Department of the Civil Service of Ukraine *“On the Approval of Procedure for Functional Review of the Central Executive Authorities”* as of 30.03.2010 No 84, registered by the Ministry of Justice of Ukraine on 26.04.2010 under No 306/17601



12

functional reviews of government authorities were conducted (2005–2013)



4216

the Register of ministries and other central executive authorities functions



45

short-term topical workshops and trainings for representatives of central and local self-government authorities, government authorities of Autonomous Republic of Crimea according to the developed programme were conducted



9446

administrative services the Register contains

Created during 2009–2011 on implementation of the Resolution of the Cabinet of Ministers of Ukraine «On Approval of Provision of Administrative Services Register» as of 27.05.2009 No 532 (in 2011 was submitted to the Ministry of Economic Development and Trade)



## CONTRIBUTION TO THE STATE POLICY-MAKING AND LEGISLATIVE ACTIVITY

### *Organization of the Scientific Researches in Public Administration and Civil Service as well as their Adaptation to the EU Standards*

#### LEGAL AND ORGANISATIONAL SUPPORT

- ✦ Resolution of the Cabinet of Ministers of Ukraine *“On Approval of Civil Service Development Scientific Research And Improvement of Public Administration Human Resourcing”* as of 08.08.2001 No 953
- ✦ *Concept of Scientific Support of the Civil Service Development and its Adaptation to the European Union Standards*, approved by the Order of the National Agency of Ukraine on Civil Service as of 29.09.2011 No 26
- ✦ Scientific-and-Expert Council on Public Administration and Civil Service Development
- ✦ Draft *Concept for the Launch and Holding the Competition to Determine the Best Applied Researches and Projects* in the area of civil service and its adaptation to the European Union standards, approved in principle on the Scientific-and-Expert Council on Public Administration and Civil Service Development under the National Agency of Ukraine on Civil Service meeting on 11.06.2015
- ✦ *Annual Richelieu Academic Readings*

**70**  
**scientific**  
**research**  
**works**  
developed for the  
period of 2005–2013



## CONTRIBUTION TO THE STATE POLICY-MAKING AND LEGISLATIVE ACTIVITY

### *Organization of the Scientific Researches in Public Administration and Civil Service as well as their Adaptation to the EU Standards*

**The goal of the research** is to provide adaptation of civil service legislation to the EU standards and improving civil service through scientific, research, information and analytical, expert, guidance and other support of public administration, improving the institutional capacity of the civil service of Ukraine.

#### Key trends of research activity:

- ✦ development of programme documents and legislative strengthening of the new approaches to civil service, introduction of new standards and operating procedures
- ✦ development of a unified information infrastructure of civil service
- ✦ modernization of training, retraining and advanced training of civil servants
- ✦ strategic human resource management in civil service, updating content of personnel services of the executive authorities
- ✦ optimization of the system and structure of executive authorities
- ✦ introduction of new standards and procedures of work
- ✦ establishing the dialogue between executive authorities and institutions of civil society, ensuring openness in the work of the executive authorities, strengthening the explanatory activities to the public





## CIVIL SERVANTS' PROFESSIONAL DEVELOPMENT AND IMPROVEMENT OF STANDARDS AND PROCEDURES OF THEIR ACTIVITIES

*Methodological-and-consultative support to the HR services of the central executive authorities in 2011–2014*



5

*regulatory support to the implementation of the competence-based approach* to the HR management in the civil service:

- ✦ 1 draft Decree of the President of Ukraine
- ✦ 1 Resolution of the Cabinet of Ministers of Ukraine
- ✦ 3 Orders of the National Agency of Ukraine on Civil Service registered by the Ministry of Justice of Ukraine



7

methodological-and-consultative recommendations regarding *implementation of competence-based approach* to the HR management, *corporate culture and mentoring* in the civil service etc.



335

consultations and clarification on legislation in the sphere of civil service and HR management



1

participation in development of the pilot project “Tomorrow Public Administration” (in joint cooperation with Dnipropetrovsk Regional Administration and Hay Group Company)



2

provided needs analyses of *development and implementation of sectoral codes (rules) of conduct* among people authorized to fulfil functions of the state or local governance and *professional recruitment system of the staff for the work under increased corruption risk conditions*, in particular in the civil service



## CIVIL SERVANTS' PROFESSIONAL DEVELOPMENT AND IMPROVEMENT OF STANDARDS AND PROCEDURES OF THEIR ACTIVITIES

*Methodological-and-consultative support to the HR services of the central executive authorities in 2015 – 3<sup>rd</sup> quarter of 2016*



2

**Participation in the legal provision of introduction of ethical standards** of civil service and service in local self-government authorities:

- ✦ Resolution of the Cabinet of Ministers of Ukraine *“On Approval of Rules of Ethical Conduct of Civil Servants”* as of 11.02.2016 No 65
- ✦ Order of the National Agency of Ukraine on Civil Service *“On Approval of the General Rules of Ethical Conduct for Civil Servants and Local Self-Government Officials”* as of 05.08.2016 No 158, registered by the Ministry of Justice of Ukraine on 31.08.2016 under No 1203/29333



4

**Practical guidelines for HR services of government authorities:**

- ✦ guideline *“Civil service reform in FAQ: a Practical Guide for HR executives services”*
- ✦ booklet *“Clarification of the National Agency of Ukraine on Civil Service on the Application of the Law of Ukraine “On Civil Service” as of 10.12.2015 No 889-VIII”*
- ✦ guideline on disciplinary and material responsibility of civil servants
- ✦ guidelines *“Civil Service in the EaP countries”*



3

**Researches conducted in the area of civil service and service in local self-government authorities, including the following:**

- ✦ *civil service system of Ukraine* and areas of its reforming and implementation status of principles of meritocracy (*competence approach*) in the civil service of Ukraine under the Regional Hub in the civil service sphere (Astana, Kazakhstan)
- ✦ *civil service system in the countries of the EU initiative “Eastern Partnership”* and areas of their reforming



## CIVIL SERVANTS' PROFESSIONAL DEVELOPMENT AND IMPROVEMENT OF STANDARDS AND PROCEDURES OF THEIR ACTIVITIES

*Methodological-and-consultative support to the HR services of the central executive authorities in 2012–2013*



190

short-term seminars and topical trainings according to the developed programme were conducted



6774

civil servants improved their level of professional competence



72%

participants of seminars and trainings *estimated their quality on the level of 9–10 points* (out of 10 possible)





## CIVIL SERVANTS' PROFESSIONAL DEVELOPMENT AND IMPROVEMENT OF STANDARDS AND PROCEDURES OF THEIR ACTIVITIES

*Methodological-and-consultative support to the HR services of the central executive authorities in 2015 – 3<sup>rd</sup> quarter of 2016*



1

*participation in the implementation of ethical standards on civil service and service in local self-government:*

- ★ international conference “Professionalism, Ethics and Values of Civil Service: Experience of the EU Member States and Eastern Partnership Countries”



6

*trainings (as a part of the programme for learning new legislation on civil service) were conducted:*

- ★ on determination the requirements for level of competence and their evaluation (under the developed programme)
- ★ on implementation of provisions of the Law of Ukraine ‘On Civil Service’ as of 10.12.2016 No 889-VIII



104

*civil servants improved their level of professional competence*



84%

*participants of seminars and trainings estimated their quality on the level of 9–10 points (out of 10 possible)*



3

**training programmes were developed:**

*“Modern Leadership. A New Approach to Governance”, “Effective Governance: Innovative Legislation of Ukraine” and “European and Euro-Atlantic Integration” (approved at the meeting of the Scientific Advisory Board of the NAUCS on 31.08.2016)*

## CIVIL SERVANTS' PROFESSIONAL DEVELOPMENT AND IMPROVEMENT OF STANDARDS AND PROCEDURES OF THEIR ACTIVITIES

### *Development of Policy Analysis Groups (PAG) nets in the ministries and other central executive authorities*

#### LEGAL AND ORGANISATIONAL SUPPORT

- ✦ Resolution of the Cabinet of Ministers of Ukraine "On Providing the Activity of the Policy Analysis Group in the Central Executive Authorities and Cabinet of Ministers of Ukraine" as of 07.02.2007 No 32-r (with amendments made according to the Resolution of the Cabinet of Ministers of Ukraine as of 21.12.2011 No 1292-r)
- ✦ Resolution of the Cabinet of Ministers of Ukraine "The Issue of Policy Analysis Groups Activities in the Central Executive Authorities" as of 02.03.2010 No 334-r (with amendments made according to the Resolution of the Cabinet of Ministers of Ukraine as of 21.12.2011 No 1292-r)
- ✦ Order of the Main Department of the Civil Service of Ukraine "On Approval of Operating Procedures of Policy Analysis Groups in the Central Executive Authorities" as of 02.04.2010 No 91, registered by the Ministry of Justice of Ukraine on 28.04.2010 No 309/17604
- ✦ Draft *Policy Analysis Training Programme*



44

policy analysis groups, functioning of which were provided in 2006–2010



31

trainings, seminars and conferences on the issues of policy analysis groups activities were conducted



32

analytical documents were developed and published

## 2

# CIVIL SERVANTS' PROFESSIONAL DEVELOPMENT AND IMPROVEMENT OF STANDARDS AND PROCEDURES OF THEIR ACTIVITIES

## *Development of Senior Civil Service*

According to the Resolution of the Cabinet of Ministers of Ukraine *“On Approval of the Organization and Training for Civil Servants who Hold “A” Category Civil Service Positions”* as of 23.08.2016 No 536, the Center for Adaptation of the Civil Service to the Standards of the European Union is entrusted to organize and conduct trainings for representatives of senior civil service.

The stages of the organization and conducting trainings:

- ✦ to study needs
- ✦ to develop and adopt programmes
- ✦ to form groups and to approve of the plan-schedule
- ✦ to carry out the competitive selection of performers
- ✦ to implement programmes





## CIVIL SERVANTS' PROFESSIONAL DEVELOPMENT AND IMPROVEMENT OF STANDARDS AND PROCEDURES OF THEIR ACTIVITIES

### *Development of Training Programmes*

In order to form an effective system of governance and the establishment of a professional civil service the Center for Adaptation of the Civil Service to the Standards of the European Union developed some training programmes in 2016:

★ *for civil servants of the category A:*

- “Modern Leadership: a New Approach to Governance”

★ *for civil servants of the category B:*

- “Effective Governance: Innovations of the Legislation of Ukraine”
- “European and Euro-Atlantic Integration”

Programmes were reviewed and recommended for approval at the meeting of the Scientific Advisory Board on the Public Administration and Civil Service Development on 30.08.2016.



## 2

# CIVIL SERVANTS' PROFESSIONAL DEVELOPMENT AND IMPROVEMENT OF STANDARDS AND PROCEDURES OF THEIR ACTIVITIES

## *Cooperation with the Hanns Seidel Foundation*

In 2015–2016 the National Agency of Ukraine on Civil Service and the Center for Adaptation of the Civil Service to the Standards of the European Union in joint cooperation with the Delegation of Hanns Seidel Foundation in Ukraine implemented the *project “Capacity Building of the National Agency of Ukraine on Civil Service regarding the Order and Development of Training Programmes for Civil Servants”*.

The Centre in 2016 organized:

- ✦ 4 working meetings in order to discuss content of the training materials for training programmes, the main objectives and indicative plan-schedule of implementation (March–May, 2016)
- ✦ a three-day seminar on the development and implementation of the programme “Human Resources Management in the Civil Service” for the Heads of HR services of government authorities that participated in the pilot phase of the programme and contributed to the improvement of its content (16–18.05.2016)

The event was held with the participation of the Deputy Head of the Education Department of the Bavarian School of Management Raymund Helfrich (Munich, Germany), chairman of the “Institute of Governance” Anatoliy Chemerys, representatives of the Center for Adaptation of the Civil Service to the Standards of the European Union and HR executives services of the government authorities.





## CIVIL SERVANTS' PROFESSIONAL DEVELOPMENT AND IMPROVEMENT OF STANDARDS AND PROCEDURES OF THEIR ACTIVITIES

### Programme "Personnel Management in the Civil Service"

The programme consists of 2 modules:

- ✦ "Personnel Management in the Context of the New Legislation of Ukraine on Civil Service"
- ✦ "Current Approaches to the Personnel Management in the Civil Service", which includes related topics

The goal of the programme:

- ✦ to improve the professional competence of heads of HR management Department for the efficient conversion of existing units on work with the staff in government authorities to personnel management services under the Law of Ukraine "On Civil Service" as of 10.12.2015 No 889-VIII

The first module of the programme was implemented during 14.06–08.07.2016.



16

trainings for heads of HR services of ministries, central executive authorities, other government authorities and regional government administrations were conducted



127

participants of trainings received certificates



*With the support of the Delegation of Hanns Seidel Foundation in Ukraine the manual "Civil Service Reform in FAQ: a Practical Guide for HR Executives Services" was developed.*

2

# CIVIL SERVANTS' PROFESSIONAL DEVELOPMENT AND IMPROVEMENT OF STANDARDS AND PROCEDURES OF THEIR ACTIVITIES

## Annual All-Ukrainian contest "Best civil servant"

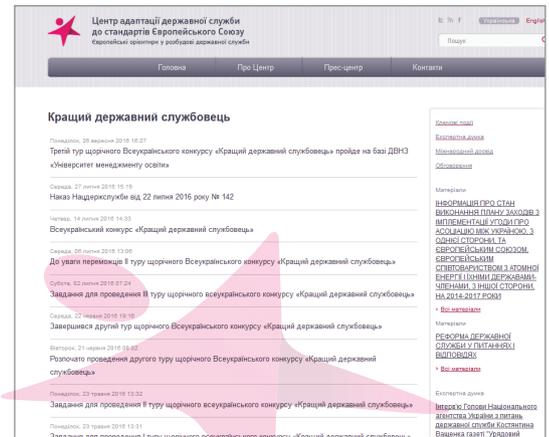
On 01.03.2016 coordinator of *the annual All-Ukrainian Contest "Best Civil Servant"* was entrusted to the Centre for Adaptation of the Civil Service to the Standards of the European Union.

*The goal of the contest:*

- ✦ to increase professionalism, openness and institutional capacity of the civil service
- ✦ to enhance its credibility by summarizing the experience of the best civil servants

*Organizational support of the contest:*

- ✦ organizational and methodological support of Organizing Committees
- ✦ cooperation with the National Academy for Public Administration under the President of Ukraine on development of tasks for the contest
- ✦ methodological and consultative assistance to government authorities on organizing and conducting of training of civil servants under the contest
- ✦ monitoring and compiling information on the progress of the contest



## CIVIL SERVANTS' PROFESSIONAL DEVELOPMENT AND IMPROVEMENT OF STANDARDS AND PROCEDURES OF THEIR ACTIVITIES

### *Annual All-Ukrainian contest "Best civil servant"*

- support to the work of the Organizing Committee of *the annual All-Ukrainian Contest "Best Civil Servant"*
  - on carrying out the second round of the contest between ministries and other government authorities
  - on carrying out the third round of the contest
- organization of the third round of *the annual All-Ukrainian Contest "Best Civil Servant"*



On 11–13.10.2016 the third round of the contest was held at the Institute of Pedagogy of the National Academy of Pedagogical Sciences of Ukraine.



3

## STRENGTHENING OF GOVERNMENT AUTHORITIES' INSTITUTIONAL CAPACITY IN ORDER TO ADAPT THE LEGISLATION TO THE EU ACQUIS COMMUNAUTAIRE

### *Twinning instrument implementation*

#### LEGAL AND ORGANISATIONAL SUPPORT

- ✦ Order of the President of Ukraine *"Issues of the Implementation of Twinning Programme in Ukraine"* as of 06.10.2005 No 1424 (with amendments as of 14.01.2014 No 7/2014)
- ✦ Resolution of the Cabinet of Ministers of Ukraine *"On Approval of the Procedure for Initiating, Preparation and Implementation of the Twinning Projects"* as of 11.10.2016 No 700
- ✦ Order of the Main Department of the Civil Service of Ukraine *"On the Approval of Methodological Recommendations as for the Use of Twinning Instrument in Ukraine"* as of 01.07.2008 No 175
- ✦ Interdepartmental Order of the National Agency of Ukraine on the Civil Service and the Ministry of Economic Development and Trade of Ukraine *"On the Establishment of Working Group for the Coordination of Twinning Instrument Implementation"* as of 15.06.2012 No 120/702
- ✦ Order of the National Agency of Ukraine on Civil Service *"On the Inspection Performing of the Central Executive Authorities – Twinning Projects Beneficiaries to Implement Twinning in Ukraine"* as of 07.10.2015 No 214
- ✦ *Common Twinning Manual* (2009, 2012, 2013–2014 )

Ukraine is one of the leaders

among European Neighbourhood

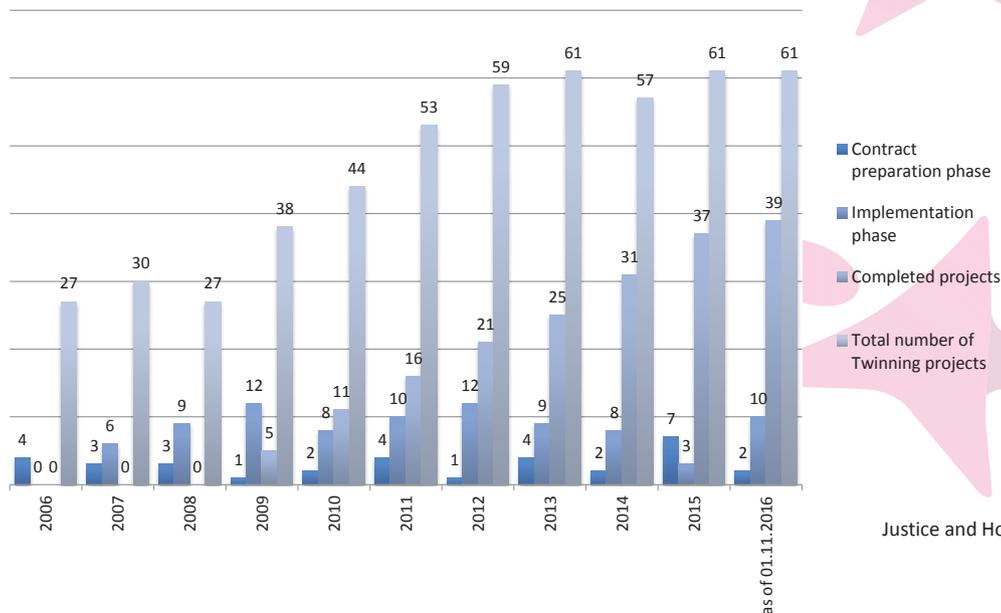
Instrument countries for the number of completed Twinning projects and projects under implementation



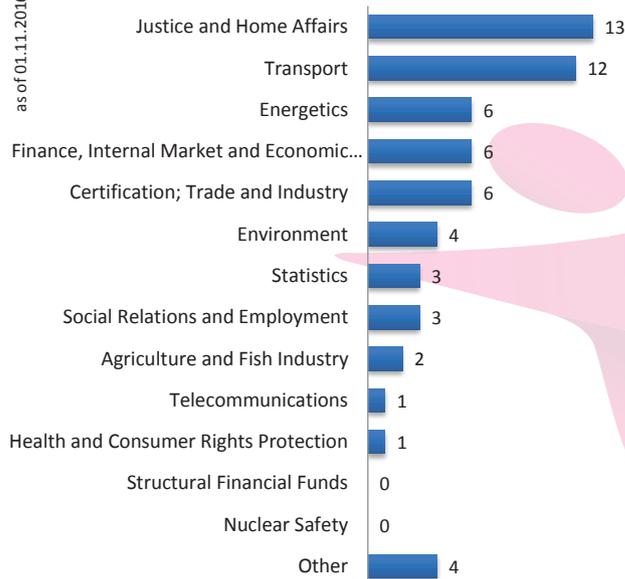


# STRENGTHENING OF GOVERNMENT AUTHORITIES' INSTITUTIONAL CAPACITY IN ORDER TO ADAPT THE LEGISLATION TO THE EU ACQUIS COMMUNAUTAIRE

## Results of Twinning Instrument Implementation (2006-01.11.2016)



*Spheres of Twinning instrument involvement (for number of projects)*



### Dynamics of projects number in Twinning Projects Work Plan (2006-01.11.2016)

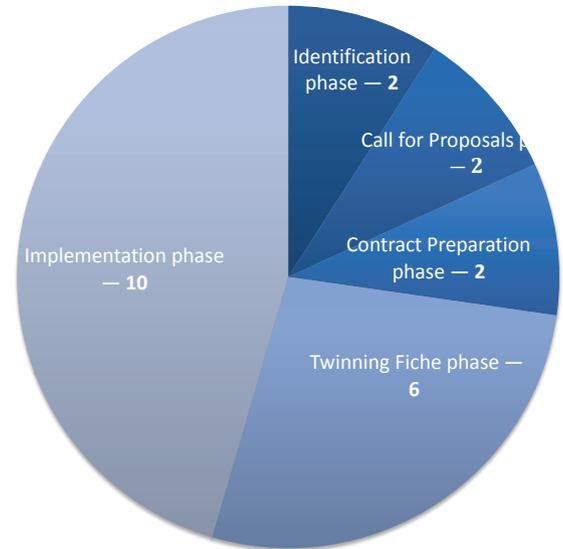
45 government authorities are involved into cooperation within the framework of Twinning



## STRENGTHENING OF GOVERNMENT AUTHORITIES' INSTITUTIONAL CAPACITY IN ORDER TO ADAPT THE LEGISLATION TO THE EU ACQUIS COMMUNAUTAIRE

### *Annual Programming of Twinning Projects in Ukraine*

- ✦ One of the peculiarities of Twinning implementation in Ukraine is the *procedure of annual programming* within the framework of which the National Agency of Ukraine on Civil Service informs government authorities on the opportunity of Twinning instrument use.
- ✦ In 2015 the National Agency of Ukraine On Civil Service received *41 Twinning project proposals* that were submitted for consideration of the 14th Twinning Programme Coordination Group Meeting (TPCG) on 20.10.2016



TPCG Meeting 2016

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



# STRENGTHENING OF GOVERNMENT AUTHORITIES' INSTITUTIONAL CAPACITY IN ORDER TO ADAPT THE LEGISLATION TO THE EU ACQUIS COMMUNAUTAIRE

## TAIEX instrument implementation

### LEGAL AND ORGANISATIONAL SUPPORT

★ Resolution of the Cabinet of Ministers of Ukraine “On Approval of the Procedure of Preparation, Approval and Realization of the Action Plan on Involvement of External Assistance of the European Commission within the framework of TAIEX” as of 13.01.2016 No 32

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

**15225 representatives** of Ukrainian government authorities participated in TAIEX events.

TAIEX Instrument is aimed at:

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



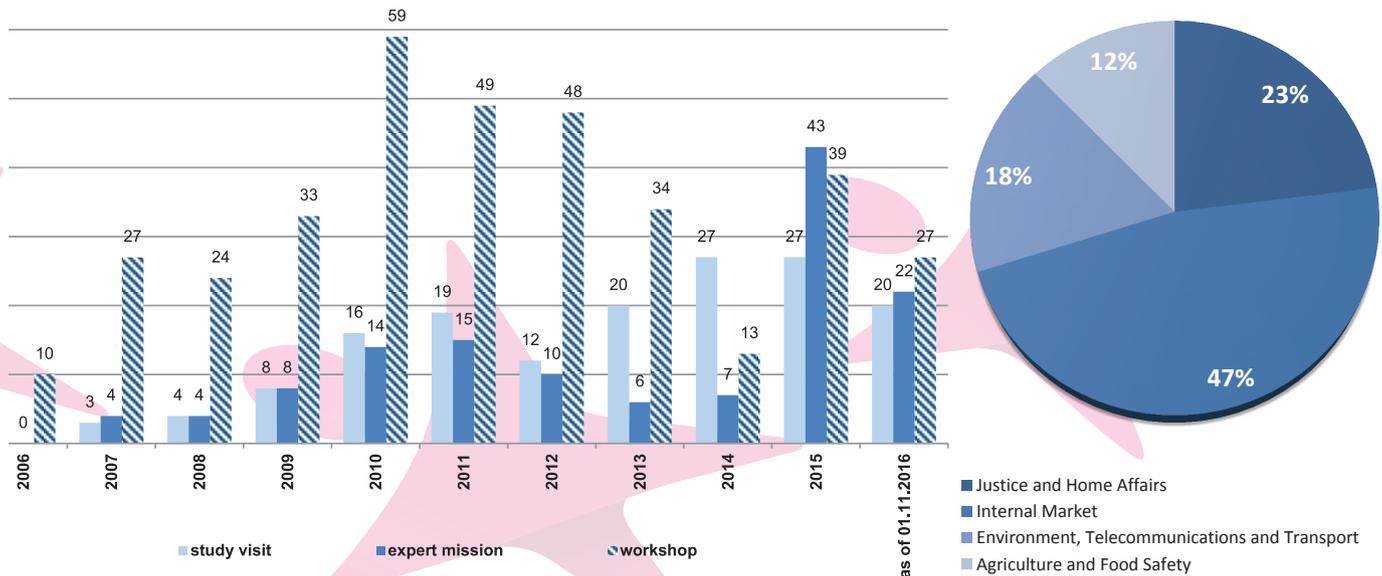
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## STRENGTHENING OF GOVERNMENT AUTHORITIES' INSTITUTIONAL CAPACITY IN ORDER TO ADAPT THE LEGISLATION TO THE EU ACQUIS COMMUNAUTAIRE

*Activities review according to the form of TAIEX events (2006-01.11.2016)*

Types of TAIEX assistance:

- ✦ *expert missions* – one or two EU Member State experts arrive to Ukraine for a short-term assistance in order to provide profound consultations on harmonization of the national legislation with the acquis communautaire
- ✦ *study visits to the EU Member States* – study visits to the EU Member States are aimed at practical experience exchange regarding implementation and strengthening the EU legislation
- ✦ *workshops in Ukraine* – the EU Member State experts present issues on specific areas of the EU legislation, regulations, procedures and advanced European experience





## STRENGTHENING OF GOVERNMENT AUTHORITIES' INSTITUTIONAL CAPACITY IN ORDER TO ADAPT THE LEGISLATION TO THE EU ACQUIS COMMUNAUTAIRE

### *TAIEX events*



07.10.2016, Kyiv, seminar “Learning Experience of the EU Member States and Familiarization with their Practice of Class Action Litigation” beneficiary of which is the Supreme Economic Court of Ukraine



20–21.10.2016, Kyiv, seminar “Study of Implementation Experience of ISO / IEC 17025:2006 in the EU in Order to Introduce in the Expert Practice of Judicial Expert Institutions of the Ministry of Justice of Ukraine”, beneficiary of which is Kyiv Research Institute of Forensic Expertise



20–21.10.2016, Tbilisi, seminar under TAIEX in joint cooperation with the Academy of the Ministry of Internal Affairs of Georgia on “The Role of Psychological Evaluation in Preventing the Commission of Crimes”



15-16.09.2016, Minsk, international seminar “Combating Cybercrime in the Sphere of Drug Trafficking: Investigation and Bringing to Criminal Responsibility”. Representatives of the Prosecutor General and the National Police of Ukraine took part in the event



## STRENGTHENING OF GOVERNMENT AUTHORITIES' INSTITUTIONAL CAPACITY IN ORDER TO ADAPT THE LEGISLATION TO THE EU ACQUIS COMMUNAUTAIRE

### *Coordination of Twinning and TAIEX instruments implementation*

- ✦ According to the Decree of the President of Ukraine *"The Issue on the Twinning Programme Implementation in Ukraine"* as of 06.10.2005 No 1424/2005 the National Agency of Ukraine on Civil Service is the coordinator of preparation and implementation of Twinning Programme in Ukraine.
- ✦ Order of the National Agency of Ukraine on Civil Service *"On the Activities of the Twinning Programme Administration Office"* as of 27.09.2013 No 169 the functions of Twinning Programme Administration Office assigned to the Center for Adaptation of the Civil Service to the Standards of the European Union.





# STRENGTHENING OF GOVERNMENT AUTHORITIES' INSTITUTIONAL CAPACITY IN ORDER TO ADAPT THE LEGISLATION TO THE EU ACQUIS COMMUNAUTAIRE

## *Coordination of Twinning and TAIEX instruments implementation*

Twinning Programme Administration Office (PAO) has been designed in order to inform Ukrainian government authorities regarding the opportunity of Twinning and TAIEX instruments use and to coordinate the process of its implementation.

Aiming to raise the awareness of government authorities regarding these institutional building instruments PAO organizes and conducts:

- ✦ Annual meetings of Twinning and TAIEX focal points from the beneficiary authorities
- ✦ RTAs meetings
- ✦ RTAs counterparts meetings
- ✦ RTAs and their partners meetings
- ✦ Annual Regional Conferences on Institution Building





## STRENGTHENING OF GOVERNMENT AUTHORITIES' INSTITUTIONAL CAPACITY IN ORDER TO ADAPT THE LEGISLATION TO THE EU ACQUIS COMMUNAUTAIRE

*Meetings of Twinning and TAIEX focal points from the beneficiary authorities and meetings of RTAs*





## STRENGTHENING OF GOVERNMENT AUTHORITIES' INSTITUTIONAL CAPACITY IN ORDER TO ADAPT THE LEGISLATION TO THE EU ACQUIS COMMUNAUTAIRE

### *Annual Regional Conferences on Institution Building*

- ✦ *Starting from 2007 the Annual Regional Conferences on Institution Building* are organized by the National Agency of Ukraine on Civil Service, Twinning Programme Administration Office in Ukraine in joint cooperation with the Delegation of the European Union to Ukraine.
- ✦ Traditionally *Annual Regional Conferences on Institution Building* are conducted with the participation of representatives of the Eastern Partnership countries (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine).
- ✦ *These annual meetings provide the opportunity* to share experience in institutional building instruments Twinning, TAIEX and SIGMA Programme implementation as well as to discuss the latest tendencies, institutional reform and civil service modernization in the Eastern Partnership countries and EU Member States.



2007



2008





# STRENGTHENING OF GOVERNMENT AUTHORITIES' INSTITUTIONAL CAPACITY IN ORDER TO ADAPT THE LEGISLATION TO THE EU ACQUIS COMMUNAUTAIRE

## *Annual Regional Conferences on Institution Building*



2009



2010



2011



# STRENGTHENING OF GOVERNMENT AUTHORITIES' INSTITUTIONAL CAPACITY IN ORDER TO ADAPT THE LEGISLATION TO THE EU ACQUIS COMMUNAUTAIRE

*Annual Regional Conferences on Institution Building*



2012



2013



# STRENGTHENING OF GOVERNMENT AUTHORITIES' INSTITUTIONAL CAPACITY IN ORDER TO ADAPT THE LEGISLATION TO THE EU ACQUIS COMMUNAUTAIRE

*Annual Regional Conferences on Institution Building*



2014



2015



## STRENGTHENING OF GOVERNMENT AUTHORITIES' INSTITUTIONAL CAPACITY IN ORDER TO ADAPT THE LEGISLATION TO THE EU ACQUIS COMMUNAUTAIRE

### *CIB Programme implementation*

#### *Comprehensive Institution Building Programme (CIB)*

is a part of the European Union “Eastern Partnership” initiative aimed at support to institutional reform of certain government authorities with the purpose of creation conditions for the efficient implementation of the Association Agreement between Ukraine and the EU, including the creation of a free trade area.

#### LEGAL AND ORGANISATIONAL SUPPORT

- ✦ On 13.10.2010 Ukraine and the EU signed the *Memorandum of Understanding between the Government of Ukraine and the European Commission* as Framework Document of the Comprehensive Institution Building Programme
- ✦ Resolution of the Cabinet of Ministers of Ukraine *“Some Aspects of Preparation and Implementation of the Comprehensive Institution Building Programme in the Framework of the EU initiative “Eastern Partnership”* as of 10.11.2010 No 2078-r

<b>Institutional Reform Plan in the Area of Migration,</b> approved by the Resolution of the Cabinet of Ministers of Ukraine on 12.10.2011 No 1058-r	<b>Institutional Reform Plan in the Area of Sanitary and Phytosanitary Measures,</b> approved by the Resolution of the Cabinet of Ministers of Ukraine on 25.06.2012 No 415-r	<b>Institutional Reform Plan in the Implementation of the Association Agreement,</b> approved by the Resolution of the Cabinet of Ministers of Ukraine on 10.10.2012 No 767-r	<b>Institutional Reform Plan in the Monitoring and Control of the State Aid Dedicated to Business Entities,</b> approved by the Resolution of the Cabinet of Ministers of Ukraine on 04.03.2013 No102-r
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## STRENGTHENING OF GOVERNMENT AUTHORITIES' INSTITUTIONAL CAPACITY IN ORDER TO ADAPT THE LEGISLATION TO THE EU ACQUIS COMMUNAUTAIRE

*Cooperation within the framework of Panel on Public Administration Reform under the Thematic Platform No 1 "Democracy, Good Governance and Stability" of the EU initiative "Eastern Partnership"*

### HISTORY OF CREATING OF PANEL ON PUBLIC ADMINISTRATION REFORM

- ✦ *On 06.05.2011 in Brussels (Belgium) the Fifth Session of the Thematic Platform No 1 "Democracy, Good Governance and Stability" in the framework of the "Eastern Partnership" was held, where the representative of the National Agency of Ukraine on Civil Service also participated. As a result of the meeting there was officially established a separate Panel on Public Administration Reform (hereinafter – Panel).*
- ✦ *Such a Panel establishment enables to exchange on the expert level of the best practices and experiences between the EU Member States and Eastern Partnership countries in the implementation of reforms of public administration sphere .*
- ✦ *On 06.10.2011 in Tallinn (Estonia) the First Meeting of the newly established Working Group took place. As a result of the event the National Agency of Ukraine on Civil Service was provided with a draft Work Plan for 2012–2014 to be turned around. After the draft was processed the National Agency of Ukraine on Civil Service proposed to include Ukraine into the list of countries playing a leading role in the implementation of the Panel areas.*
- ✦ *Since 2012 Ukraine has been the leading country in the sphere of "Effective management of technical assistance" of the Panel on Public Administration Reform.*





## **STRENGTHENING OF GOVERNMENT AUTHORITIES' INSTITUTIONAL CAPACITY IN ORDER TO ADAPT THE LEGISLATION TO THE EU ACQUIS COMMUNAUTAIRE**

*Cooperation within the framework of Panel on Public Administration Reform under the Thematic Platform No 1 "Democracy, Good Governance and Stability" of the EU initiative "Eastern Partnership"*

### **The Panel on Public Administration Reform is implemented within four areas:**

- ✦ "Civil service, public administration organizations and their functioning (HR management, rules of recruitment on public service, statutes)"
- ✦ "Transparency, open government and data protection"
- ✦ "Local and regional government authorities decentralization"
- ✦ "Effective management of technical assistance"

Every year National Agency of Ukraine on Civil Service in joint cooperation with the Eastern Partnership counterparts develop and approve the *Work Plan of activities for a year according to four above-mentioned areas.*

3

## STRENGTHENING OF GOVERNMENT AUTHORITIES' INSTITUTIONAL CAPACITY IN ORDER TO ADAPT THE LEGISLATION TO THE EU ACQUIS COMMUNAUTAIRE

*Cooperation within the framework of Panel on Public Administration Reform under the Thematic Platform No 1 "Democracy, Good Governance and Stability" of the EU initiative "Eastern Partnership"*

### REALIZATION OF ACTIVITIES WITHIN THE PANEL ON PUBLIC ADMINISTRATION REFORM

*Since 2013 the NAUCS has organized 13 events within the Panel on Public Administration Reform.*

The main achievements and events conducted in Ukraine in 2016:

- \* international scientific-practical conference *"Professionalism, Ethics and Values of Civil Service: Experience of the EU Member States and Eastern Partnership Countries"*, 18–19.02. 2016 (Kyiv, Ukraine)
- \* international forum *"Interaction and Cooperation of Government Authorities and Civil Society within the Framework of the Association Agreement Implementation in Eastern Partnership Countries"*, 30.06–01.07.2016 (Kyiv, Ukraine)
- \* *The Eight Annual Richelieu Academic Readings "Current Issues of Implementation of the New Civil Service Legislation"* 22–23.09.2016 (Kyiv, Ukraine)

### Planned events in 2016:

- \* *Tenth Annual Regional Conference on Institution Building*, 17–18.11. 2016 (Kyiv, Ukraine)
- \* *Trainings "Organizing and Conducting Competency-Oriented Interviews (Structured Interview, STAR and PARLA) and Estimation of Personnel by "Assessment Center" and "360-Degrees Assessment"*, 07–09.12.2016 (Kyiv, Ukraine)





## STRENGTHENING OF GOVERNMENT AUTHORITIES' INSTITUTIONAL CAPACITY IN ORDER TO ADAPT THE LEGISLATION TO THE EU ACQUIS COMMUNAUTAIRE

*Cooperation within the framework of Panel on Public Administration Reform under the Thematic Platform No 1 "Democracy, Good Governance and Stability" of the EU initiative "Eastern Partnership"*

### PARTICIPATION IN PANEL ON PUBLIC ADMINISTRATION REFORM MEETINGS

- ✦ 8<sup>th</sup> Panel meeting, 04.06.2015  
(Stockholm, Sweden)
- ✦ 9<sup>th</sup> Panel Meeting, 22.10.2015  
(Vilnius, Lithuania)
- ✦ 10<sup>th</sup> Panel Meeting, 02–03.06.2016  
(Baku, Azerbaijan)
- ✦ 11<sup>th</sup> Panel Meeting, 06–07.10.2016  
(Warsaw, Poland)

*12<sup>th</sup> Panel Meeting* is planned to be held on 23–24.03.2017 in Kyiv, Ukraine.





## STRENGTHENING OF GOVERNMENT AUTHORITIES' INSTITUTIONAL CAPACITY IN ORDER TO ADAPT THE LEGISLATION TO THE EU ACQUIS COMMUNAUTAIRE

*Cooperation within the framework of the PADOS project ("Participatory Democracy, Open Governance and Efficient e-Government Services")*



✦ The overall objective of the PADOS project is to enhance the transparency and openness of decision-making and governance in Eastern Partnership countries as well as to provide support to democratic governance.

✦ The PADOS project consists of three components:

**Component I.** *Participation, e-Democracy, Open Governance*

**Component II.** *e-Governance, Cyber Security, Data Protection*

**Component III.** *Public Management Reform*

✦ Seminar and conference on the opening of the PADOS project, 30.03–02.04.2015 (Helsinki, Finland)

Within the framework of the PADOS project the Center for Adaptation of the Civil Service to the Standards of the European Union conducted a number of events in 2015:

✦ mission of experts of the PADOS project to Ukraine, 30.06–01.07.2015 (Kyiv, Ukraine)

✦ seminar "Capacity Building Support to Eastern Partnership Countries" as a part of the PADOS project, 12–13.10.2015 (Kyiv, Ukraine)

The NAUCS is a *coordinator of the PADOS project* implementation in Ukraine.





## STRENGTHENING OF GOVERNMENT AUTHORITIES' INSTITUTIONAL CAPACITY IN ORDER TO ADAPT THE LEGISLATION TO THE EU ACQUIS COMMUNAUTAIRE

*Cooperation within the framework of the PADOS project ("Participatory Democracy, Open Governance and Efficient e-Government Services")*



e-Governance Academy



MINISTRY FOR FOREIGN AFFAIRS OF FINLAND

As part of the PADOS project the following events took place in 2016:

- ✦ seminar *"Capacity Building Support to Eastern Partnership Countries"* and the final conference of the PADOS project, 18–22.01.2016 (Tallinn, Estonia)
- ✦ study visit *aimed at learning the principles of governance, mechanisms to ensure e-governance as well as study requirements and approaches to the training of civil servants*, 17–20.05.2016 (Helsinki, Finland)



4

## STRENGTHENING OF INTERNATIONAL COOPERATION IN THE AREA OF CIVIL SERVICE AND PUBLIC ADMINISTRATION

### *Cooperation with BSEC and OECD*

BSEC Working Group on Institutional Renewal and Good Governance coordination (2009–2013):

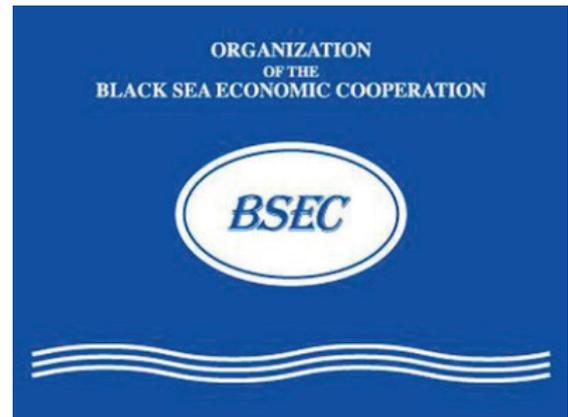
- ✦ organizing and conducting the BSEC Working Group on Institutional Renewal and Good Governance Meetings in Istanbul, Turkey (2009–2013)

participation in conducting the BSEC Working Group on Institutional Renewal and Good Governance Meetings (from 2014, postponed indefinitely):

- ✦ Intergovernmental Meeting on Black Sea Economic Cooperation (02.09.2015)

cooperation with OECD Public Governance Committee:

- ✦ participation in *“Government at a Glance”* research
- ✦ participation in OECD *Public Governance Committee meetings*
- ✦ participation in *“Investment Policy Reviews: Ukraine 2015 – the Policy Framework for Investment (PFI)”* (03.2015)





## STRENGTHENING OF INTERNATIONAL COOPERATION IN THE AREA OF CIVIL SERVICE AND PUBLIC ADMINISTRATION

### *Cooperation with the OECD and SIGMA Programme*

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

The NAUCS is responsible for the implementation of cooperation under the SIGMA Programme.

#### Legal basis of the SIGMA Programme:

- ✦ *Memorandum of Understanding between the Government of Ukraine and the OECD on Deeper Cooperation* as of 07.10.2014
- ✦ Decree of the Cabinet of Ministers of Ukraine “*On Procedure of the Participation of Central Executive Authorities in the Activities of International Organizations, where Ukraine is one of the Member States*” as of 13.09.2002 No 1371
- ✦ Resolution of the Cabinet of Ministers of Ukraine “*On approval of the Action Plan on Strengthening Cooperation between Ukraine and the OECD for 2013–2016*” as of 06.02.2013 No 132-r

#### Key objectives of the SIGMA Programme:

- ✦ strengthening the foundations for improved public governance
- ✦ supporting socio-economic development through building the capacities of the public sector
- ✦ enhancing horizontal governance
- ✦ improving the design and implementation of public administration reforms





## STRENGTHENING OF INTERNATIONAL COOPERATION IN THE AREA OF CIVIL SERVICE AND PUBLIC ADMINISTRATION

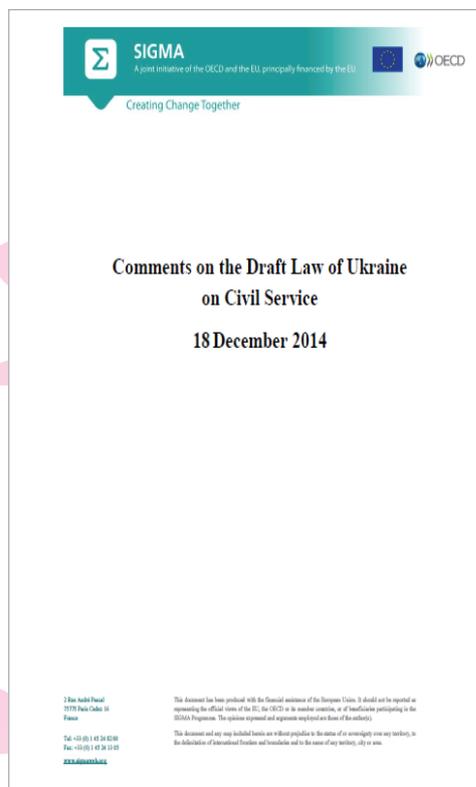
### *Cooperation with OECD / SIGMA*

#### Organization of events in Ukraine within the framework of the SIGMA Programme

The NAUCS with the assistance of the Delegation of the European Union to Ukraine ensured cooperation with international experts of SIGMA Programme within the preparation and implementation of the Law of Ukraine “On Civil Service” as of 10.12.2015 No 889-VIII and “Strategy of Public Administration Reform in Ukraine for 2016–2020”, approved by the Order of the Cabinet of Ministers of Ukraine “Some Questions of Public Administration Reform of Ukraine” as of 24.06.2016 No 474-r.

#### During 2016 the following activities were realized:

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





## STRENGTHENING OF INTERNATIONAL COOPERATION IN THE AREA OF CIVIL SERVICE AND PUBLIC ADMINISTRATION

*International expert mission of SIGMA Programme on  
Secondary Legislation for the Law of Ukraine “On Civil Service”,  
18–19.05.2016 (Kyiv)*



4

## STRENGTHENING OF INTERNATIONAL COOPERATION IN THE AREA OF CIVIL SERVICE AND PUBLIC ADMINISTRATION

### *Cooperation with NATO*

NATO–Ukraine Professional Development Programme for the Civilian Personnel of Security and Defense Sector Implementation



**NATO PDP**  
Linking People to Reforms



### *NATO–Ukraine Professional Development Programme for the Civilian Personnel of Security and Defense Sector Implementation*

is an instrument that is aimed at to support reforms in Ukraine through training of civilian personnel of security and defense sector that are able to contribute to the effective functioning of the security and defense policy.

*National Agency of Ukraine on Civil Service is a national coordinator for the implementation of NATO–Ukraine Programme* as the institution that is responsible for training, retraining and advanced training of specialists in European and Euro-Atlantic integration of Ukraine.

National Agency of  
Ukraine on Civil  
Service



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

*Center for Adaptation of Civil Service to the Standards of the European Union* is responsible for the implementation of NATO–Ukraine Programme.

4

## STRENGTHENING OF INTERNATIONAL COOPERATION IN THE AREA OF CIVIL SERVICE AND PUBLIC ADMINISTRATION

### *Cooperation with NATO*



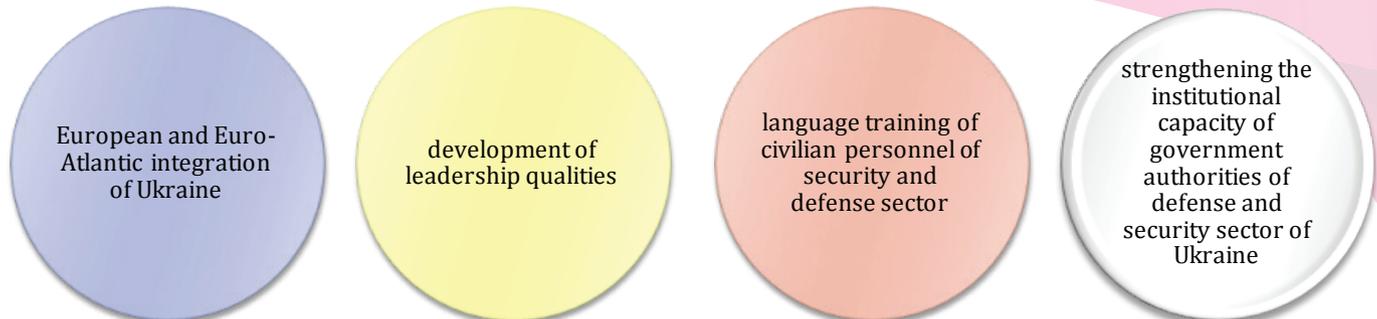
#### LEGAL AND ORGANISATIONAL SUPPORT

- ✦ Order of the President of Ukraine *"Questions of Coordination of the Euro-Atlantic Integration in Ukraine"* as of 08.07.2016 No 238
- ✦ Order of the President of Ukraine *"On approval of the Annual National Programme of NATO-Ukraine Cooperation for 2016"* as of 12.02.2016 No 45
- ✦ Decision of the Sixth Session of NATO-Ukraine Commission on 25.12.2012
- ✦ Order of the National Agency of Ukraine on Civil Service *"On forming of Coordination Group on Implementation of NATO-Ukraine Professional Development Programme for the Civilian Personnel of the Sector of Security and Defence"* as of 27.10.2014 No 165

#### Objectives of NATO-Ukraine Programme:

professional training of civilian experts, that are able to promote the effective functioning of the security and defense sector of public administration, to strengthen civilian control of the security and defense structures as well as to improve their capacity.

#### Main directions of NATO-Ukraine Programme implementation:





# STRENGTHENING OF INTERNATIONAL COOPERATION IN THE AREA OF CIVIL SERVICE AND PUBLIC ADMINISTRATION

## Cooperation with NATO

Quantitative indicators of NATO-Ukraine Programme implementation

2014 – 3<sup>rd</sup> quarter of 2016

82 events were conducted



3419 civil servants improved their qualifications within the framework of NATO-Ukraine Programme implementation



### Language training

2014

2015

2016  
(1<sup>st</sup> – 3<sup>rd</sup> quarter)

improved their English language proficiency



127



183



894

of them got certificates



42



42



558



# STRENGTHENING OF INTERNATIONAL COOPERATION IN THE AREA OF CIVIL SERVICE AND PUBLIC ADMINISTRATION

## *Cooperation with NATO*

### COORDINATION GROUP

on Implementation of NATO–Ukraine Programme for Professional Development  
of the Civilian Personnel of Security and Defense Sector

#### Goal

- \* consultative body
- \* established to conduct expert analysis, organize and conduct activities to ensure NATO–Ukraine Programme implementation
- \* consists of representatives of executive authorities, NATO Liaison Office, higher educational establishments and scientific institutions

#### Objective

- \* coordination of NATO–Ukraine Programme implementation
- \* identification of NATO–Ukraine Programme implementation priority areas according to the Annual National Programmes of NATO–Ukraine Cooperation
- \* preparation of proposals aimed at improvement of the effectiveness of NATO–Ukraine Programme implementation

consists of representatives  
of government authorities,  
NATO-Ukraine Programme  
and higher educational  
establishments

#### Coordination Group

4

# STRENGTHENING OF INTERNATIONAL COOPERATION IN THE AREA OF CIVIL SERVICE AND PUBLIC ADMINISTRATION

## *Cooperation with NATO*

### Events under NATO–Ukraine Programme



Language courses  
National University of Defense  
of Ukraine named after Ivan  
Chernyakhovsky

Meeting with the Deputy  
Prime Minister  
for European and  
Euro-Atlantic Integration  
of Ukraine



Young Ukraine Security Forum  
2016



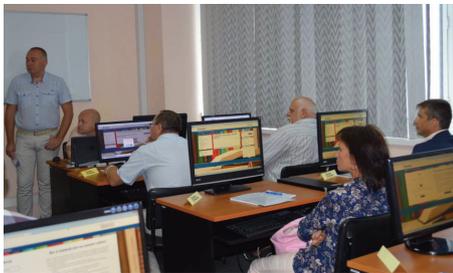


## STRENGTHENING OF INTERNATIONAL COOPERATION IN THE AREA OF CIVIL SERVICE AND PUBLIC ADMINISTRATION

*Cooperation with NATO*



**International scientific and practical conference**  
“Preparing to Civil Service as a Mechanism for the Formation of Managerial Elite”



Computer literacy courses  
“Professional Civil Servant”



Forum “NATO and Euro-Atlantic  
Integration of Ukraine”



Young Ukraine Security Forum 2016

4

# STRENGTHENING OF INTERNATIONAL COOPERATION IN THE AREA OF CIVIL SERVICE AND PUBLIC ADMINISTRATION

*Cooperation with NATO*

Annual conference of NATO–Ukraine Programme  
(06–07.05.2015)





## ENSURING THE CIVIL SERVICE SYSTEM OPENNESS AND TRANSPARENCY

*Analyzing the interaction between the executive authorities and civil society*



2

activity practices of executive authorities structural units responsible for interaction with the civil society were analyzed (2012–2013)



1

draft Procedure for performance appraisal of executive authorities on "interaction with the civil society" was developed



8

communicative events on interaction with the civil society and providing access to public information were held



## ENSURING THE CIVIL SERVICE SYSTEM OPENESS AND TRANSPARENCY

### *Raising awareness on the issues of the EU—Ukraine Association Agreement implementation*

On 04–05.12.2014 two-days workshop on *Informing the Society regarding the EU–Ukraine Association Agreement in particular Creating the Deep and Comprehensive Free Trade Area and other related issue* was held.

#### The goal of the workshop:

- ✦ to discuss the current state of raising awareness on European integration in Ukraine
- ✦ to review the mechanism of information dissemination on the EU–Ukraine Association Agreement implementation among the society
- ✦ to study the EU Member States experience on dissemination of European values, the development of relations with the EU and role in international policy issues settlement
- ✦ to learn experience of Estonia and Poland on accession to the European Union





## ENSURING THE CIVIL SERVICE SYSTEM OPENESS AND TRANSPARENCY

*Raising awareness on the issues of the EU—Ukraine Association Agreement implementation*

On 14–15.05.2015 the conference on *Interaction of Government Authorities and Civil Society in the Framework of the Association Agreement Implementation* was held.

The goal of the conference:

- ✦ to discuss and provide experience exchange and sharing best practices on establishment the interaction between government authorities and the media on the dissemination of European values, strengthening cooperation with the EU in terms of European integration in the EaP countries





## ENSURING THE CIVIL SERVICE SYSTEM OPENESS AND TRANSPARENCY

*Raising awareness on the issues of the EU—Ukraine Association Agreement implementation*

On 30.06.2016–01.07.2016 international forum “*Interaction and Cooperation of Government Authorities and Civil Society within the Framework of the Association Agreement Implementation in Eastern Partnership Countries*” was held.

The goal of the forum:

- ✦ to discuss approaches to development of an effective government information policy
- ✦ to provide sharing best practices in the area of establishment interaction between government authorities and civil society in the countries of the EU initiative “Eastern Partnership” within the framework of the European integration policy

The participants of the forum:

- ✦ representatives of central and local government authorities of the EaP countries, representatives of the EU Member States, civil society institutions and leading media, international organizations, foreign and foreign experts



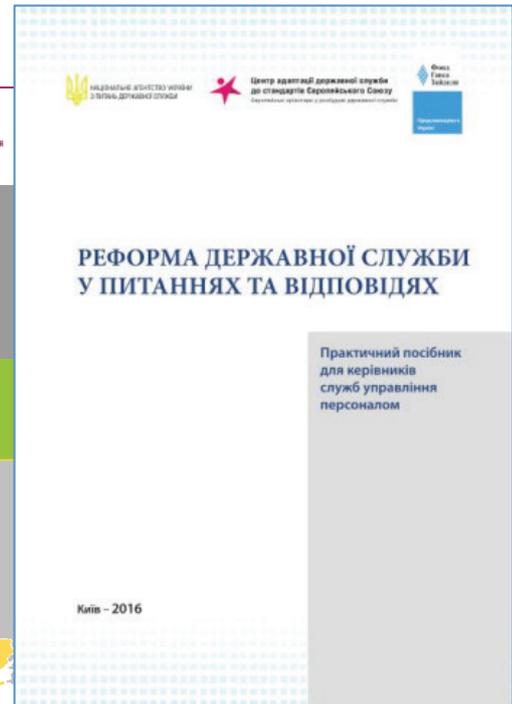
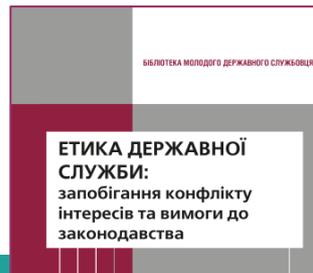




# ENSURING OF THE CIVIL SERVICE SYSTEM OPENESS AND TRANSPARENCY

*Production of the printed media, publications and materials on the public administration and civil service development*

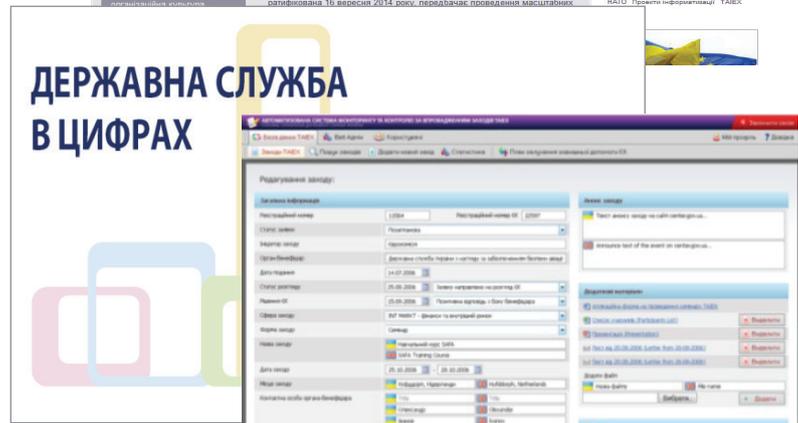
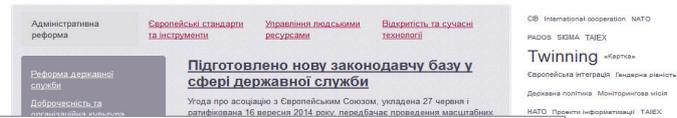
✦ preparation of manuals on practical aspects of implementation of civil service legislation





# IMPLEMENTING OF MODERN INFORMATION TECHNOLOGIES IN HR MANAGEMENT IN THE CIVIL SERVICE

- ✦ providing work of the interactive system *“Electronic Public Reception”*
- ✦ filling and updating the automated system of support *the only directory of government authorities*
- ✦ administering of official website of the Center for Adaptation of the Civil Service to the Standards of the European Union, modernization of its structure, introduction of new sections, search engine optimization
- ✦ administration *automated monitoring system and control of the implementation of TAIEX events*
- ✦ updating interactive system *“Civil Service in Numbers”*
- ✦ methodological and consultative support to personnel services of government authorities *on the implementation of electronic personnel records*
- ✦ filling the electronic archive of the Center for Adaptation of the Civil Service to the Standards of the European Union



Бажаєш знати про державну службу більше ніж офіційна статистика? Створи запит до БД власноруч та отримай аналітику "Ad-hoc" за напрямками:

<p><b>1. Динаміка за кількістю осіб</b></p> <p><b>Динаміка за кількістю осіб</b></p> <p>Відстежує динаміку кількості осіб, що працюють на державній службі за періодом.</p> <p><b>2.1. Динаміка за кількістю осіб за регіонами</b></p> <p>Відстежує динаміку кількості осіб, що працюють на державній службі за регіонами.</p> <p><b>2.2. Динаміка за кількістю осіб за сферами діяльності</b></p> <p>Відстежує динаміку кількості осіб, що працюють на державній службі за сферами діяльності.</p> <p><b>2.3. Динаміка за кількістю осіб за місцями роботи</b></p> <p>Відстежує динаміку кількості осіб, що працюють на державній службі за місцями роботи.</p> <p><b>2.4. Динаміка за кількістю осіб за місцями народження</b></p> <p>Відстежує динаміку кількості осіб, що працюють на державній службі за місцями народження.</p>	<p><b>2. Повна кількість осіб в контексті галузей</b></p> <p><b>2.1. Динаміка за кількістю осіб за регіонами</b></p> <p>Відстежує повну кількість осіб, що працюють на державній службі за регіонами.</p> <p><b>2.2. Динаміка за кількістю осіб за сферами діяльності</b></p> <p>Відстежує повну кількість осіб, що працюють на державній службі за сферами діяльності.</p> <p><b>2.3. Динаміка за кількістю осіб за місцями роботи</b></p> <p>Відстежує повну кількість осіб, що працюють на державній службі за місцями роботи.</p> <p><b>2.4. Динаміка за кількістю осіб за місцями народження</b></p> <p>Відстежує повну кількість осіб, що працюють на державній службі за місцями народження.</p>	<p><b>3. Повна кількість кадрів</b></p> <p><b>3.1. Повна кількість кадрів</b></p> <p>Відстежує повну кількість кадрів, що працюють на державній службі за періодом.</p> <p><b>3.2. Повна кількість кадрів за регіонами</b></p> <p>Відстежує повну кількість кадрів, що працюють на державній службі за регіонами.</p> <p><b>3.3. Повна кількість кадрів за сферами діяльності</b></p> <p>Відстежує повну кількість кадрів, що працюють на державній службі за сферами діяльності.</p> <p><b>3.4. Повна кількість кадрів за місцями роботи</b></p> <p>Відстежує повну кількість кадрів, що працюють на державній службі за місцями роботи.</p> <p><b>3.5. Повна кількість кадрів за місцями народження</b></p> <p>Відстежує повну кількість кадрів, що працюють на державній службі за місцями народження.</p>	<p><b>4. Освіта, досвід роботи, підвищення кваліфікації</b></p> <p><b>4.1. Рівень освіти</b></p> <p>Відстежує рівень освіти, що мають особи, що працюють на державній службі за періодом.</p> <p><b>4.2. Досвід роботи</b></p> <p>Відстежує досвід роботи, що мають особи, що працюють на державній службі за періодом.</p> <p><b>4.3. Підвищення кваліфікації</b></p> <p>Відстежує підвищення кваліфікації, що мають особи, що працюють на державній службі за періодом.</p>
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# KEY CENTER ACTIVITIES

## ANNUAL RICHELIEU ACADEMIC READINGS

The Conference **aim** is the discussion of strategic issues related to the development of public service and service in local self-government authorities



The First Annual All-Ukrainian Public Hearing “Political and Legal Framework for the Civil Service and Service in Local Self-Government Bodies” (24–25.09.2009, Odessa)



The Second Annual Richelieu Academic Readings “Modernization of Public Administration and Civil Service HR Policy” (23–24.09.2010, Odessa)



The Third Annual Richelieu Academic Readings “Leadership in Public Administration” (22–23.09.2011, Odessa)



The Fourth Annual Richelieu Academic Readings “Development of the Civil Service and Service in Local Self-Government Bodies under the Conditions of the Realization of the Administrative Reform in Ukraine” (25–26.09.2012, Odessa)

# KEY CENTER ACTIVITIES

## ANNUAL RICHELIEU ACADEMIC READINGS



The Fifth Annual Richelieu Academic Readings “Modernization of Civil Service in Terms of Implementation of European Integration” (26–27.09.2013, Odessa)



The Sixth Annual Richelieu Academic Readings “European Guidelines of Civil Service Reform in Ukraine” (26.09.2014, Kyiv–Odessa)



The Seventh Annual Richelieu Academic Readings “Human Resources Management on the Civil Service: New Approaches and Technologies” (25.09.2015, Odessa)



The Eighth Annual Richelieu Academic Readings “Current Issues of Implementation of the New Civil Service Legislation” (22–23.09.2016, Odessa)

# KEY CENTER ACTIVITIES

## TRAINING

**“CAPACITY BUILDING FOR IMPLEMENTATION OF REFORMS IN PUBLIC ADMINISTRATION AND GOOD GOVERNANCE SPHERE”,  
19.10.2016 (Kyiv)**



## KEY CENTER ACTIVITIES

### INTERNATIONAL SCIENTIFIC-PRACTICAL CONFERENCE “Professionalism, Ethics and Values of Civil Service: Experience of the EU Member States and Eastern Partnership Countries “ (18–19.02.2016)

The goal of the conference is to discuss current issues and spreading the best experience and practices of the EU Member States and the EaP countries; to build an effective, transparent and open civil service in accordance with the principles of good governance and on the basis of ethics and values.



## KEY CENTER ACTIVITIES

### ALL-UKRAINIAN SPORTS COMPETITION AMONG TEAMS OF CIVIL SERVANTS



- \* coordinating and conducting the All-Ukrainian Sports Competition among teams of civil servants were assigned to the Center for Adaptation of the Civil Service to the Standards of the European Union (Order of the NAUCS as of 26.02.2016 No 38)

- \* the Organizing Committee was established in order to prepare the general management of All-Ukrainian Sports Competition and a number of its meetings were conducted



- \* the Organizational Committee included representatives of the Ministry of Youth and Sports of Ukraine, the National Agency of Ukraine on Civil Service, the Center for Adaptation of the Civil Service to the Standards of the European Union, the Central Council of the sports society "Spartac", Trade Union of Government Authorities of Ukraine and Zakarpattya regional state administration

## KEY CENTER ACTIVITIES

### ALL-UKRAINIAN SPORTS COMPETITION AMONG TEAMS OF CIVIL SERVANTS

- ✦ in 2016 participation in the Competition took about 19 000 of civil servants of local authorities and territorial subdivisions of the central executive authorities
- ✦ the final race took place on 27.09–01.10.2016 at the sports complex “Youth” in Uzhgorod
- ✦ participation in the final race took 23 teams made up of civil servants of the territorial subdivisions central executive authorities, regional, district, Kyiv City State Administration (total number of participants was 431 persons)
- ✦ competitions were held from 5 sports: futsal, volleyball, table tennis, chess and checkers
- ✦ through the measures on preparation and holding of the Competition were prepared 514 sports objects and 671 sports sections



# CENTER'S STAFF



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