

# INFORMATION BULLETIN

# BUREAUCRAT



## TWINNING INSTRUMENT – a practical dimension of Ukraine's integration to Europe



European integration is the phrase that has been overwhelming the Ukrainian political discourse for more than one decade. However, not everyone in Ukraine understands what this word combination implies and what it means in practice.

The issue of European integration primarily concerns Ukraine's domestic policy, reforms in different economic sectors bringing Ukrainian norms and standards up to the European ones. In practice, this means a large scope of legislative, institutional, administrative and technical changes almost in all sectors of the country's economy which Ukraine must complete. Unless most of them are implemented, cooperation with the EU member-states at the appropriate level is almost impossible.

It is widely believed that the European integration process depends primarily on political will and commitment. This position is generally true. At the same time, it is rather hard to say that Ukraine lacks this component as politicians from the majority of influential political parties support the process of European integration of Ukraine, the Government of Ukraine allocates huge resources into implementation of this priority. However, the progress of Ukraine in approaching to the European Union standards can be observed only in some spheres and is limited.

Our earnest conviction is that the solution to the European integration issue depends not only on politicians, this should be a multilevel process engaging all the stakeholders ranging from civil society and businesses to public institutions; from top officials to senior specialists. First of all, public sector represents the country's face, level of administrative culture, professionalism of civil servants, and quality of public management playing a crucial role in this aspect.

According to SIGMA\* experts' evaluation performed in 2006—2007, the public administration in Ukraine requires comprehensive changes. In particular, the SIGMA experts mention the following problems: low professional level of public administration in Ukraine, ad hoc decision-making at the top political level lacking sophisticated political and managerial analysis, unclear roles and obligations of the ministries and other central executive government bodies, etc.

Twinning is one of the key instruments in institutional capacity building being used by the European Commission to provide assistance to the candidate countries for accession to the European Union and the European neighbourhood policy countries.

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\* SIGMA is a joint initiative of the OECD (2 percent) and the European Union (98 percent). The program was founded to provide assistance to the Central and Western European countries in modernizing their public governance systems. SIGMA is mostly funded by the European Union.

### ANNOUNCEMENT

*The Third Annual Conference on Twinning Operations will be held in Kyiv on 19/11/09. The aim of the conference is to facilitate establishing of professional community of civil servants of the Eastern Partnership countries, to exchange experience, best practices, success stories and lessons learnt in the field of administrative and institutional reform through the application of Twinning institution building instrument. This year's conference will be devoted to prospects of Twinning in the context of Eastern Partnership and achievements of Twinning instrument over 3 years period.*



## THE FIRST STEPS OF TWINNING are over, or a Twinning “with a human face”

Probably, when the work on the first Twinning projects in Ukraine started in 2005 it was difficult to predict whether they would come to their logical end and achieve mandatory results. Those days there was no legislative and regulatory framework for application of Twinning, an institutional capacity building instrument, Twinning Programme Administration Office in Ukraine did not operate and representatives of public administrations — potential beneficiaries were surprised very much when they heard the word ‘Twinning’. Despite of certain doubts, the future seemed still triumphant and bright. The State Aviation Administration visualized Ukraine in a “Single Air Space”, the National Electricity Regulatory Commission of Ukraine prospectively represented it in a Single Energy Community and connected to integrated European energy grids.

This is the time to answer eternal and sacramental questions: Have the expectations been realized, have the dreams come true? Have the civil servants and the civil service approached to the European standards at least by one step? Is it easy to find friends-counterparts among European partners? Would they like to engage again in several years of mutual misunderstandings, compromises and fruitful cooperation, joint success and victories?

To answer these simple and at the same time complex questions let's appeal to the experience of the

first Twinning projects in Ukraine completed this year — 2009 — leaving not only the files of papers including the final project reports, but also the files of impressions and new expectations.

This spring the National Electricity Regulatory Commission of Ukraine along with its counterparts from Italy, Austria and Czech Republic celebrated the completion of the Twinning project in energy regulation. NERC is a rather young public administration body in Ukraine (its history started in 1994). It was enthusiastic about the



idea of European assistance in its capacity building as regards its regulatory framework and regulation practices. Two years have passed and thanks to joint efforts among the counterparts and later the friends, the draft “ideal” Law of Ukraine “On the National Electricity Regulatory Commission of Ukraine” appeared incorporating the best European independent regulators’ operation practices and vast Ukrainian experience in the energy field. However, the representatives of the European regulators were not going to stop after they drafted the regulations. They understood that Ukrainian consumer is interested in solutions and achievements of immediate visible effect. That is why, the mandatory results of the project covered studying and implementation methodologies to monitor quality of supplied electricity and development of an adequate electricity pricing mechanism incorporating social protection of population.

Therefore, the goals clearly set at the project initiation were achieved. The partners thanked each other, however, they are not going to say good bye to each other! The successful start and implementation of the project in the electricity sphere proved the NERC top management that the same format of European assistance is needed in other public administration sphere, which falls within the Commission’s mandate as well — this is the natural gas sector. Probably, it is not a secret to anyone that the gas issue remains one of the sorest and most disputable matters today. It often rises in the Ukraine-Europe dialogue and, unfortunately, not always in the positive aspect for us. Energy security and energy saving are the matters of concern globally as every step more and more visibly demonstrates exhaustibility of natural energy resources, dangers of monopolistic ownership of energy carriers. Accounting the foregoing, the European Union is interested in

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a stable partner in this matter. This interest ended in absolutely specific actions: the first budget support to Ukrainian public administrations was allocated to the energy sector (so far the Ministry of Fuel and Energy of Ukraine received the first tranche).

This autumn, NERC started implementing the second in its history Twinning project — in gas sector regulation — with the already familiar Italian regulator chairing the consortium where Romania, Greece and Hungary participate.

*The new project existence answers the questions we raised at the beginning:*

- *Twinning, indeed, has prospects in Ukraine;*
- *Twinning, indeed, ensures cooperation and joint achievements;*
- *Twinning, indeed, gives birth to friendship and approximates us to Europe.*

However, of course I would completely agree with you, dear readers, it is not enough objectively to judge by one project. So, let's look more attentively at other Twinning project completed this summer by the State Aviation Administration. I think aviation safety standards are also the matter of common concern. As we don't like flying the airlines from the black list and don't want to be afraid of getting into a plane crash. At the same time, we would like to be proud of our country not only as a world-known plane manufacturer, but also as a world-known carrier, to use domestic airlines not only because of being patriotic, but knowing they are safe, reliable and cheap.

The same realistic questions were raised within the Twinning project for the State Aviation Administration as the latter is willing to join the European carrier community where unified safety rules and conditions are maintained. The public administration's personnel along with its counterparts from France and Poland studied the European Union's practices and often shared own domestic aviation achievements.

Unfortunately, some procedural matters of the regulatory practice in Ukraine prevented inclusion of the full texts of the European Flight Safety Norms in the draft "Air Code of Ukraine". However, their introduction has started at the level of regulatory acts issued by the Ministry of Transport and Communications of Ukraine and internal documents issued by the State Aviation Administration.

Although the project results were rather limited, they demonstrated the main thing — capability of the partners to understand each other, to speak the unified language of professionalism, willingness to cooperate even in the hard circumstances of political and economic instability. At the end of the project implementation, the partners jointly developed the "road map" describing consistently and realistically the steps

towards full implementation of the European aviation transportation safety standards in Ukraine.

*Summarizing the first results, we honestly confess: we were not always ready to the new type of communication, not always our management supported us in our operating activities within the projects, not always we had enough time to devote time to our European counterparts, personnel turnover was frequent, anyway we have gained more than lost:*

- *We have improved our English skills (Is there anyone who hasn't dreamt about this since childhood?);*
- *We became strongly convinced that domestic things are not always bad and we do have skills to share with the European colleagues (while we used to forget this recently);*
- *We found out that the civil servants in Europe faced the same current problems as we did (at last, we got rid of private consultants from Europe who did not understand the terms "deadline" and "administrative enforcement");*
- *It is easier to work together (counterparts cooperate with counterparts).*

The first steps of Twinning in Ukraine are over... What we have to do is simple: we are to work more. Public administrations are to think about development, and Twinning Programme Administration Office is to provide more methodological support and, of course, human support. The first steps proved all of us: we can do more but we have to address weaknesses in order to achieve our goals. Therefore, let's learn new things in project management, study the lessons of other projects implemented in Ukraine and other countries, and the main thing: let's wish Ukraine, and consequently ourselves, further success! ★

### USEFUL RECOMMENDATIONS FOR THOSE WHO DECIDED TO JOIN TWINNING COMMUNITY IN UKRAINE

1. Find out as much as possible about the features of Twinning instrument. It differs much from other technical assistance projects.
2. Contact your colleagues in the institutions where Twinning project is being implemented. Find out about strengths and weaknesses of the instrument from a direct beneficiary.
3. Clearly articulate what project results you want to achieve. A goal should define an instrument to use to achieve it. Twinning does not fit all purposes.
4. Gain your management support.
5. Communicate to your colleagues that you plan to prepare a project. They will be engaged in its implementation in any case.
6. Communication is the best way to reach consensus and resolve complex problems.

Twinning Programme Administration Office is always ready to assist.



## Twinning instrument – a practical dimension of Ukraine’s integration to Europe

» end, beginning p. 1

Twinning aims at building modern and effective public administration in various sectors in the beneficiary countries including institutional, human, managerial capacity building required for approximation of the national legislation to the EU norms and standards. This is a joint instrument of administrative cooperation between partners from EU member-state and beneficiary country as regards implementation of public administration elements.

The priority of Twinning is to facilitate introduction of the EU norms and standards necessary for integration to the European Union’s single market and strengthening democratic governance principles. Twinning projects are implemented via the system of civil service through cooperation between two similar governmental agencies. Civil servants of two countries are engaged to achieve mandatory results.

Twinning instrument is unique as it provides the possibility to exchange valuable experience between civil servants from different countries cooperating on permanent basis in a beneficiary country, as a result the know-how and best practices are transferred to a beneficiary.

This instrument became feasible for Ukraine in 2005 upon signing of “Ukraine — the European Union” Action Plan.

### TWINNING PIPELINE IN UKRAINE:

- 5 Twinning projects in electricity market regulation, civil aviation, competition policy, norms and standards, public internal financial control have been completed;
- 10 Twinning projects in accreditation, space technologies, investment policy, transport (2 projects), law enforcement, justice, sanitary and phytosanitary measures, gas market regulation and civil servants training system are being implemented;
- 2 Twinning projects in banking system and statistics are in the Twinning contracting stage;
- 2 Twinning projects in environment protection and monetary policy are in the Call for Proposals stage;
- 5 Twinning projects in energy, customs, municipal infrastructure, administrative justice and civil service are in the Twinning Fiches drafting stage;
- 6 Twinning projects in social sphere, employment, telecommunications, accreditation and external auditing are in the development of ToR for framework contract (FWC) stage;
- 3 Twinning projects in fiscal control, energy and standardization are in the identification stage.

According to Decree of the President of Ukraine # 1424, dated October 6, 2005 “On Ensuring Implementation of the Twinning Programme in Ukraine”, the Main Department of the Civil Service of Ukraine has been guiding and coordinating preparation and implementation of the Twinning Programme in Ukraine through establishing and maintaining the Twinning Programme Administration Office in Ukraine.

For 4 years of its implementation, the Twinning Programme popularity has been growing. It became an important component in the interaction between public bodies of the EU member-states and Ukraine. This instrument has been implemented in Ukraine at a quite high level: Ukraine is a leader among the Eastern Partnership countries in application of Twinning.

Since the launch of Twinning in Ukraine many efforts have been made to raise the efficiency of the instrument applications: the steps have been taken to standardize and improve the procedural issues concerning the instrument application, the new approach to identification of Twinning projects has been set, workshops and trainings for the civil servants interested in Twinning instrument have been held on regular basis, etc.

With growing interest to Twinning instrument in Ukraine a number of public institutions willing to use it increases. As of today, the work plan of Twinning projects in Ukraine contains 33 projects at different stages of preparation and implementation.

At the same time, the implementation of Twinning projects have been facing some problems. These are of systematic nature and negatively affect the development of partner relationship between Ukraine and EU member-states:

— Twinning projects do not enjoy priority and not always comply with the activities of central executive government bodies;

— Public administrations may simultaneously implement several technical assistance projects and Twinning project focused on reforming the relevant public governance sphere. Lack of coherent interaction and systematic work on the projects focused on ensuring the sequence of structural changes;

— Public administrations often can not ensure performance of their commitments undertaken in the course of Twinning project implementation;

— Lack of foreign language (English) skills among civil servants is a serious obstacle in effective Twinning project implementation and cooperation within the project.

The integrated solution of these problems would significantly increase project effectiveness. There-





fore, in 2008—2009 the elimination of the above problems was addressed. Twinning Programme Administration Office monitors preparation of Twinning projects through examination whether the central executive government bodies — project beneficiaries — are ready to implement the projects.

Under support of the Delegation of the European Commission to Ukraine and TACIS Project “Implementation of Twinning Operations in Ukraine”; “Twinning in English / Professional Skills” training course was launched in 2008. The goal of the course is to improve civil servants’ language and communication skills to prepare implementation of Twinning projects, to improve the quality of innovative activities they perform to pursue project goals and objectives. The training course was delivered to civil servants — participants of working groups on preparation and implementation of Twinning projects with public administrations.

*The School of Senior Civil Service started operating in 2008. So far, the School has formed language training groups to implement the State Target Programme of Training, Retraining and Advanced Training for European and Euro-Atlantic Integration Specialists being coordinated by the Main Department of the Civil Service of Ukraine. Since October 2009 almost 2,000 civil servants at the central and regional levels have started their studies.*

As civil servants are overloaded, the problem of project commitments non-fulfilling within Twinning projects requires further steps. Towards effective implementation of Twinning projects, minimum one employee’s job responsibilities should be devoted only to the functions of relevant project coordination and every member of the Twinning project implementation working group should spend for the project at least 25% of his/her working time in a relevant public administration (institution).

However, despite of all existing obstacles, it is worth saying that the pioneering institutions which have completed Twinning projects this year (they are: the National Electricity Regulation Commission of Ukraine, the State Aviation Administration, the Antimonopoly Committee of Ukraine, the Main Control and Revision Office of Ukraine, etc.) have initiated another Twinning projects, and the National Electricity Regulation Commission has already launched the second project. These facts prove Twinning to be an appropriate instrument to address many issues.

Based on the experience we gained through the implementation of the first Twinning projects, we should say that this instrument provides positive outputs at many levels:

— for the civil servants engaged in project implementation: new skills ranging from improved

## TRAINING OF EXPERTS IN THE SPHERE OF EUROPEAN AND EURO-ATLANTIC INTEGRATION

Implementation of the strategic course of Ukraine towards European and Euro-Atlantic integration and attainment of full NATO membership are possible as long as government authorities and local government agencies are provided with the experts in the Sphere of European and Euro-Atlantic Integration who have knowledge and skills necessary for performing the tasks related to realization of public policy in this sphere.

At its sitting on November 5, 2008 the Cabinet of Ministers of Ukraine approved the State Target Program on Training, Retraining and Advanced Training of Experts in the Sphere of European and Euro-Atlantic Integration for 2008-2011 (hereinafter “the Program”). The Main Department of the Civil Service of Ukraine is responsible for supervising the Program implementation.

Objective of the Program is to provide the government authorities and local government agencies with the experts competent to adequately perform the tasks related to realization of public policy in the sphere of European and Euro-Atlantic Integration at the national, regional and local levels as well as to create the national system of training, retraining and advanced training of experts.

The Program tasks and activities are planned to be carried out within the framework of the following measures:

- preparation of regulatory basis for the training;
- arrangement of language training courses;
- carrying out a number of short-term thematic seminars;
- development of study guides and regulatory document collections.

Within the framework of the Program in 2009 almost 2,000 experts from local government bodies have been learning English, Spanish, German, Italian, and French.

English skills and better communicative and negotiating skills to professional development, and, in some cases, career development;

— for beneficiary institutions: new experience in a relevant sphere, partners found in the European Union, support in exercising their direct responsibilities, etc.;

— for Ukraine: image building and better understanding in Europe. As the decision whether to accept the Country to the European Union shall be taken not in Brussels, but in European states’ capitals. In this context, it is more important to obtain support and understanding from the most influential EU member-states, than from the bureaucrats sitting in Brussels. ★



## CROATIA'S EXPERIENCE: the way to Europe

October 18 through 22, 2009, the representatives of the Twinning Program Administration Office, the Main Department of the Civil Service of Ukraine, the Ministry of Transport and Communications of Ukraine, the State Committee of Ukraine for Technical Regulation and Consumer Policy and Main Department of Interior Troops of the Ministry of Interior of Ukraine visited Zagreb, Croatia, for the purpose of training. The goal of the visit was to study the European integration processes and Croatia's experience in decentralized management of European Union's external assistance which is of special interest for Ukraine as according to current political preconditions, Ukraine soon would go the way of integration into Europe much alike the one Croatia has passed.



Croatia, as well as Ukraine, has selected as its policy priority the integration into Europe along with further accession to the European Union as soon as it obtained independence and international recognition in 1991-1992. At the same time, the country faced the range of urgent domestic issues relating to protection from the external aggression, liberation of the occupied areas, achieving territorial integrity and renewing of public administration throughout the Croatia's territory. The major goal of Croatian government was as soon as possible to bring the public administration standards up to the European ones. The overwhelming majority of political parties in Croatia shared this goal at that time. Moreover, the country has managed to reach large national consensus in support of the European course that covered economic, scientific, professional circles and the civil society.

Croatia started the actual process of European integration in 2001 simultaneously with signing the Stabilization and Association Agreement, ratification process by EU member-states of latter was completed in 2004. Since then, the country has been at the stage of deep social and economic transformations towards adaptation to the European standards. In 2002, the government passed the National Programme of Euro-integration of the Republic of Croatia which was the main instrument for coordinating the integration. The programme was mostly focused on three Copenhagen criteria with a special accent on harmonization of the national legislation with the European one. During 2002—2003, 116 legislative acts were harmonized with *acquis communautaire*. In 2004, the process of legislation framework harmonization slowed down a little and shifted to the implementation stage. The government developed relevant plans of national legislation harmonization with the European laws for each subsequent year.

However, then they understood that the Programme implementation process depends not only on the legislation quantity, but also on its

quality upon harmonization and the capability to put it into force. Specifically, the adaptation of primary and secondary legislation along with institutional capacity building and strengthening of governmental bodies and institutions was of vital importance for effective preparation to Eurointegration. The EU assistance in the scope of Twinning, an institutional capacity building instrument, played a crucial role in this process.

Twinning became available for Croatia in 2002. Twinning projects in Croatia were aimed at forming modern and effective public administrations including building up relevant institutions, human resource training and strengthening their managerial skills required for implementation of *acquis communautaire* and the European standards. The work plan of Twinning projects in Croatia numbers 113 projects including 65 completed ones. The most of Twinning projects were implemented in accordance with the priorities and allocations of EU assistance instruments — CARDS, PHARE, SAPARD in the spheres of justice, law enforcement, agriculture, internal market and trade, transport, environment, administrative reform, etc.

At this stage, the European Union provides support through IPA (Instrument of Preaccession Assistance) to political, economic and institutional reforms, cross-border cooperation, regional development and competitiveness, human resource development, agriculture and fish industry. This was the European Union that assisted Croatia in the process of adaptation to the European standards and preparation of the institutions, administrations, entrepreneurs and civil society to EU membership. Although, of course, Croatia had to perform many commitments on its own, without the EU's support, such as improving English language skills among civil servants and in society as a whole.

Today, Croatia along with Turkey and Macedonia is being in the status of candidat for accession to the EU. The estimated Croatia's progress in the implementation of *acquis communautaire* demonstrates that Croatia is the most likely candidate to access the EU soon. At the same time, Croatia is called to accel-



erate the pace of reforms, in particular, those in the economy and justice, public administration, combating corruption, punishment for military crimes. 12 mandatory chapters of *acquis communautaire* have

been implemented so far, completion of the remaining 21 is planned for 2010—2011. In the years to come, Croatians would take their seat in the European Community. ★

## POLAND'S EXPERIENCE FOR UKRAINE



The relations between Ukraine and Poland have old historical traditions. Sharing the common history pages and cultural heritage with Ukraine Poland is the largest western neighboring country acting as a bridge between Ukraine and the European Union. The partnership between Ukraine and Poland plays an important role in the view of Ukraine's aspiration for the European integration.

This partnership includes, among others, Ukrainian-Polish program for support of sector reforms in Ukraine aimed at implementing cooperation arrangements between the Prime Ministers of Ukraine and the Republic of Poland for the purpose of ensuring enhanced institutional capacity building for Ukraine's integration into Europe. Within the framework of this program, on October 14-16, 2009, a three-day workshop on strengthening of the institutions in implementation of projects was held in Kyiv.

The event was held by representatives of the Committee for European Integration of Poland and Twinning Program Administration Office in Ukraine with support of the Coordination Bureau for European and Euro-Atlantic Integration and TACIS Project "Implementation of Twinning Operations in Ukraine". Forty representatives of public bodies, the Twinning project's beneficiaries took part in the workshop.

In the course of the event Polish experts laid emphasis on specific features of the Twinning im-

plementation in Ukraine, as well as conducted several practical trainings.

One of the trainings was purposed to familiarize the Ukrainian participants with the Polish experts' approach to monitoring and evaluation of implemented projects. The experts said it was necessary not only to study progress reports in the course of project implementation, but also to conduct on spot visits for direct communication with both beneficiaries and European experts engaged in the process.

*The Polish colleagues provided some recommendations for effective project implementation:*

- All the technical assistance projects, including previous and future, shall be well-coordinated;
- Logical and sound approach shall be used for planning of project results;
- The project's subject relevance shall be ensured with preparatory stage that may last up to 2 years taken into account.

The Ukrainian participants pointed out the importance of other elements for effective project implementation. They mentioned, among others, that the comprehensive implementation of the projects depends on political will, especially, if the project deals with amendments to legislative framework. Another big challenge for beneficiaries is to ensure motivation of employees engaged in the project implementation.

During the event the Ukrainian and Polish colleagues emphasized a lot of similar problems and challenges they have faced when implementing EU technical assistance projects. At the same time, they pointed out some differences, in particular, the status of EU associate member-state strengthened motivation of Poland's public employees and the country as a whole for fulfilling their undertakings that facilitated utilization of the Twinning tool. Also, Poland's access to other types of support, including services, investments, and procurement provides more comprehensive use of the EU external assistance, as well as for combination of various types of assistance, for instance, Twinning and investments, that allows to achieve results and implement necessary reforms in a more efficient way.

Ukraine is on the path towards reducing the gap with the help of the Polish colleagues. ★





## TWINNING PROJECT FOR NERC — meeting customers' needs



*This year the National Electricity Regulatory Commission of Ukraine (NERC) has successfully finalized the first Twinning project in Ukraine "Regulatory and Legal Capacity Strengthening of Energy Regulation in NERC". The NERC experience in implementation of Twinning project is very valuable for the institutions that begin or consider launching similar projects.*

*On October 7, 2009, the new two-year Twinning project "Regulatory and Legal Capacity Strengthening of Natural Gas Regulation in NERC" was launched at the opening event.*

*Valeriy Tsaplin, the Head of strategic planning and energy markets development administration of NERC is being interviewed about the first project. The main areas of the administration's work are development of new regulatory methods in electricity sector, natural monopolies regulatory methods, energy and natural gas markets reform.*

### — Valeriy, why was NERC the first institution in Ukraine to apply for participation in the Twinning project?

An electricity regulatory body appears only in the market economy, it is not needed in the situation with planned economy. Our commission was created in 1994 as the first step in the process of Ukrainian electricity sector reform that took place in 1994-1996.

Since we were completely new institution we had no one to rely on, we had no previous experience. That is why we used international experience in our work and watched how our colleagues in other countries work. We were particularly interested in Twinning project progress.

As far as I remember our Commission was visited by Mr. Piebalgs, Commissioner for Energy in the European Commission in 2004 or 2005, and for the first time we raised the question of NERC's possible participation in the Twinning project. As soon as we found out that Twinning projects were eligible for the former Soviet Union member states including Ukraine we prepared all the required documents.

### — How long was the first Twinning project "Regulatory and Legal Capacity Strengthening of Energy Regulation in NERC" and what was its objective?

Twinning project in energy sector was two years long. It consisted of two main parts. The first part covered legal issues related to energy legislation and harmonization of Ukrainian energy legislation with European Union norms. The second part was mainly dedicated to the development of methodology of so-called stimulating regulation for our energy distribution companies, oblenegos.

We were successful in choosing the partners, energy regulation agencies of Italy, Austria and Czech Republic. Representatives of these institutions are qualified experts with great experience in all areas of Twinning project. In terms of project legal component Ukrainian energy legislation was analyzed for compliance with EU norms and regulations. The necessary amendments to our legislation were determined to comply with *acquis communautaire*.

Unfortunately NERC is not an institution with the right of legislative initiative. That's why we participated in drafting several laws giving proposals of adjustments to the legislation based on the Twinning project findings.

But we consider the development and launching the energy supply services quality monitoring system to be our biggest achievement. I believe that this is the best result we already have at the stage of implementation. Today the Ukrainians do not think about the need for electricity. The question is to have it supplied without troubles, to have it of high quality.

### — Do you have any project feedbacks?

We plan to have a feedback in the future, but it will probably be beyond the scope of the project. We are planning to interview the consumers to learn the level of their satisfaction with our suppliers' services.

### — As part of Twinning project you worked with oblenegos. What was their reaction to the innovations and reforms?

For them it clearly meant additional work. The staff had to work extra hours, they needed to have qualified experts. Of course not everybody welcomed changes with enthusiasm. But such monitoring benefits both consumers and companies.

Some companies had conducted this monitoring even before we launched it to determine gaps. For example, a company has branches in 20 districts, it conducts such monitoring to find the one that provides the lowest quality services and to direct investments there to improve the condition of the network, improve and replace the equipment. This way it benefits the company itself providing an explicit picture of its networks condition.

### — How was the Twinning Programme Administration Office involved in development and launching of these Twinning projects?

We feel support from Administration Office very much and we really need it. We don't have the experts who could commit all their working time to procedural matters, know well all the administrative details with regards to implementation of Twinning projects. That's why the support from Twinning Programme Administration Office is of great value for us. The fact that the office works as a part of the Main Department of the Civil Service of Ukraine is also very important. Since we are public officials it increases the profile of Twinning projects from the management perspective.

**Thank you for the interview**

