



## RESOLUTION OF THE TENTH ANNUAL REGIONAL CONFERENCE ON INSTITUTION BUILDING

Kyiv, November 17 – 18, 2016

We, the participants of the Tenth Annual Regional Conference on Institution Building, representatives of government authorities of the Eastern Partnership countries, foreign and Ukrainian experts having discussed the current state of implementation of institution building instruments Twinning, TAIEX and SIGMA programme, the issue of public administration reform in the European Union Member Countries and Eastern Partnership countries as well as the issue of civil society involvement to the process of development, preparation and implementation of institutional reforms including reforms in the area of public administration within the framework of European integration:

- *with the reference* to previous resolutions of the annual regional conferences on institution building 2007-2015 and the conclusions of the EU Association Council meetings regarding the importance of accelerating in a short term perspective and profound realization of political and economic reforms, in particular in the area of public administration and civil service, importance of dialogue and cooperation with the civil society, in particular on implementation of agreements on cooperation and association with the EU, as well as the necessity of expansion the public participation in the process of the state policy making and realization of public policy and decision-making processes, and importance of the effective strategic communication and close cooperation aimed at achieving this goal, including within the framework of the EU initiative "Eastern Partnership";

- *aiming* to provide experience exchange regarding implementation of the instruments above mentioned and SIGMA programme realization, in particular to discuss achievements and best practices of their implementation, to define possible challenges and threats that appear in the process of their realization, to analyze the current state of public administration and civil service reform in Eastern Partnership countries as well as to study the issue of involvement the civil society to development, preparation and implementation of nation-wide reforms;

- *stating* the relevance of comprehensive approach of using institution building instruments Twinning, TAIEX and SIGMA programme in Eastern Partnership countries in order to provide institutional reforms in particular in the area of civil service;

- *emphasizing* necessity in consolidation of efforts of relevant government authorities of Eastern Partnership countries and European experts, research institutions and international organizations in order to improve the systems of public administration and civil service in the Eastern Partnership countries in accordance with the European principles of SIGMA programme;

- *taking* into account Eastern Partnership countries major tasks regarding cooperation with the EU, in particular strengthening the institutional capacity and approximation of the national legislation to *acquis communautaire*, as well as civil service reform realization;

- *realizing* amendments and adoption of new wording of the civil service legislation and strategic documents on public administration reform and civil service in the countries of the EU initiative "Eastern Partnership";

- *considering* preparation to implementation of agreements on cooperation and association with the EU in order to create necessary conditions for enhancing cooperation between EU member countries and interested partner-countries;

- *recognizing* that in order to facilitate the comprehensive implementation of EU institution building instruments and EU programmes for the purpose of public administration reform in the Eastern Partnership countries, as well as to enhance the effectiveness of government authorities activity and guarantee the professional civil service in Eastern Partnership countries it is necessary to consolidate the efforts and resources of government authorities of Eastern Partnership countries, European experts, research institutions and international organizations.

### REACHED THE CONCLUSION:

1. Implementation of institution building instruments Twinning and TAIEX in Eastern Partnership countries as well as cooperation with SIGMA programme is considered to be an important mechanism of support to Eastern Partnership countries development on the way to their approximation to the EU norms and standards, upon the condition of their appropriate complex use.

2. Implementation of instruments above mentioned must be effective, it is to contribute to achieving concrete results and priorities, including effective realization of reforms in the Eastern Partnership countries in accordance with the provisions of agreements on cooperation and association, national strategical documents and programmes, in particular in Ukraine – in accordance with the Strategy for Sustainable Development “Ukraine–2020” and the Programme of the Cabinet of Ministers of Ukraine.

3. Improvement of the procedure of the Twinning and TAIEX instruments implementation is possible due realization of the following tasks:

- improvement of the Twinning institutional building instrument programming procedure;
- improvement of the mechanism of raising awareness of government authorities of the Eastern Partnership countries regarding the possibility of institutional building instruments use;
- organization of workshops/ seminars and training on implementation of Twinning and TAIEX instruments among the government authorities with the involvement of experts in the area of projects management with the aim of improving the specificity of understanding of these instruments;
- providing considerable attention to internal monitoring and evaluation of institution building instruments based on concrete results, dissemination of information on best practices and experience of solving problems through conducting seminars and conferences (regional, national and international);
- enhancing cooperation between government authorities-beneficiaries and their partners from the EU Member States;
- organization of regular RTAs meetings (RTAs meetings club);
- individual and effective dialogue between government authorities and the Programme Administration Office (PAO);
- strengthening capacity regarding implementation of these instruments that are necessary for conducting complex reforms through combining the implementation of institutional building instruments and technical assistance projects;
- providing government authorities with the appropriate information regarding the procedure of preparation and application of the plan of involvement of the European Commission’s external assistance within the framework of TAIEX, as well as the mechanism of using the TAIEX instrument;
- further development of contact points networking on Twinning, TAIEX and SIGMA programme implementation.

4. Necessity of strengthening the role of PAOs as far as the level of appropriate implementation of these instruments depends on institutional capacity of the national coordinator.

5. Civil service reform in Eastern Partnership countries is to contribute to implementation of new approaches to the civil service functioning, realization of new methods and instruments of human resources management in the civil service.

6. The exchange of experience among Eastern Partnership countries is necessary for ensuring an effective implementation of institutional reforms and strengthening the civil service institute in accordance with the European standards as well as introduction of civil service reform and strengthening the network of civil servants from Eastern Partnership countries.

7. In order to provide implementation of the agreements on cooperation with the EU in the Eastern Partnership countries there should be provided a comprehensive and effective system of continuous professional training for civil servants that corresponds to the highest international standards of administration and management capacity development of the state and meets the requirements of the unique European educational space.

#### **RECOMMEND:**

- to continue realization of activities that are to facilitate strengthening institutional capacity of government authorities of Eastern Partnership countries through effective implementation of institution building instruments Twinning, TAIEX and SIGMA programme;
- to provide further raising awareness regarding the instruments particularities on the political level, making specific emphasis on combining the projects with the national reforms that is to be a confident step on the way to their successful implementation;
- to continue practice of informing the government authorities on the possibility of attraction the EU assistance within the framework of the Twinning and TAIEX instruments to the *acquis communautaire*;
- ensure active participation of co-organizers and participants of the events within the framework of TAIEX; their effective coordination, monitoring and control over their appropriate realization by government authorities;
- to implement the Twinning and TAIEX instruments considering complex approach which is to ensure effective attraction of technical assistance and allow to avoid duplication;
- to strengthen the capacity of PAOs in Eastern Partnership countries by means of increasing their authorities in coordination the process of institutional building instruments implementation of with the aim of further decentralization of the system of the EU assistance provision in these countries;
- to ensure submitting for consideration to the Cabinet Ministers of Ukraine for further approval and implementation of the draft Strategy for Preparation and Retraining of Civil Servants and Local Self - Government Officials in the Area of European and Euro-Atlantic Integration for 2020 and the Action Plan on its implementation;
- to implement new approaches and forms of professional training for civil servants and officials of local self-government authorities according to the agreements on cooperation and association with the EU.
- to continue improvement of public administration system in Eastern Partnership countries in order to provide its approximation to the European standards;
- to facilitate the civil service reform as a part of complex public administration reform taking into account the best practices of the Eastern Partnership countries and lessons learnt from the EU Member States in the relevant area.