



## **Civil servants mobility program – Ukraine 2015**

Prague 6 – 10 July 2015

Budapest 23 – 26 November 2015

Warsaw 23 – 28 November 2015

Bratislava 28 June – 5 July 2015

### **Report**

The Civil servants mobility program – Ukraine was divided in two parts in 2015. Taking into consideration the preferences of partners in Ukraine two groups of Ukrainian civil servants arrived to the Czech Republic and Slovakia in June/July, while remaining two groups arrived to Poland and Hungary in November. The ability to respond adequately to the needs of different groups of Ukrainian civil servants proves the flexibility of the Think Visegrad platform, which was also demonstrated on a different thematic focus of each group of civil servants. The group in Prague focused on civil society, the one in Bratislava on security system reform, another one in Budapest on different issues related to the DCFTA and finally the one in Warsaw on selected aspects of public administration. The division of the topics corresponded with the agreement of the ministers of foreign affairs of the V4 countries to divide responsibilities in terms of assisting Ukraine in the implementation of important reforms.

### **Prague, 6 – 10 July, 2015**

***Participants:*** Ievgen Zhuk, Ministry of Internal Affairs of Ukraine, Oleksandr Viktorovych Bilokonnyi, Ministry of Internal Affairs of Ukraine, Yuriy Yuzych, lawyer and assistant of the MP Krulko, Mariia Adomaitis, Kyiv City State Administration, Nataliia Petrova, Kyiv City State Administration, Olga Buriachenko, Ministry of Education and Science of Ukraine

The programme for six Ukrainian civil servants started on Monday July 6 with an introductory section on the constitution of Czech civil society in the past 25 years and its role in aggregating public interest towards society. The section was conducted by seminar coordinator Michal Vit.

The program of the seminar was structured into three major parts: a) the role of the civic sector in communicating its priorities towards the state administration as well as arranging internal structures such as the Czech Council of Youth; b) establishing a system of communication with the public and civil society from the perspective of the state administration, such as the Council of

Government of the Czech Republic; and c) the creation of a regional structure of the Czech administration on the level of regions and local municipalities. Putting these dimensions together, participants were exposed to the various topics connected to the title of the seminar.

Regarding the civic sector dimension, this section was focused on prominent representatives of the sector, namely in the field of civic education and work with youths. The discussion with the director of the Czech Council of Youth, Aleš Sedláček, as well as with the director of the Center of Civic Education, Ondřej Horák, explained the process involved in the establishment of a dialogue between the state and civil society. Mr. Sedláček explained how the council advocates its interests and cooperates with its member organizations. Contrary to this, Mr. Horák focused on the developing of a civic education structure in cooperation with the state administration and NGOs.

The following day of the seminar included a lecture by the representative of the Frank Bold Foundation, Vít Šimral. He introduced the reform law on the financing of political parties in the Czech Republic with recommendations for the reform of electoral laws in Ukraine. The reform input was followed by the program director of Transparency International for the Czech Republic, Radim Budeš. His contribution utilized a comparative perspective of the fight against corruption in the Czech Republic and Ukraine. He focused mainly on the differences in perception and corruption between the two countries.

The second dimension was dedicated to representatives of the state administration responsible for creating an institutional design for communications with civil society. This was a case of three different examples: Ms. Hana Frištejnská began with the general aim of the state in its communications with civic society and its development after the 1990s. She was very eager to learn more about current reforms in Ukraine and a possible role for the Czech Republic. A different perspective on communication with the public was made by representatives of the Institute of Planning and Development of the city council of Prague. Adam Pajgrt and Petr Suška introduced the strategy of the city council in Prague which involved the participation of the public during the decision making process. An example of this method of public participation involved enlarging pedestrian areas in selected parts of Prague. During the debate, participants asked about cooperation in various EU funded projects and also in the possible introduction of this participation mechanism in Kyiv. The state administration dimension was also represented by the director of the Czech-German Future Fund, Tomáš Jelínek. Mr. Jelínek focused on placing the support of the NGO sector in a cross-border context as proof of amicable relations between Germany and the Czech Republic.

The third dimension aimed to offer a closer look at the implementation of NGO activities on a regional and local level. The group visited the Regional Council of the Liberec region. Pavel Branda and Michal Ota, representatives of the Liberec region, introduced their communication strategy with regional representation and the civic sector. In addition to this, they focused on developing international cooperation with bordering regions and the possibility of enlarging cooperation with Ukraine. Speaking about the local level, the group also visited Mnichovo Hradiště. The current mayor of the city illustrates how civic engagement can bring a real impact on the local decision-making process. The current mayor, Ondřej Lochmann, as a representative of a NGO won the 2014 local

election and became mayor of the city. He spoke about his personal experience and explained his strategy of engagement and its transformation into political capital.

### **Budapest, 23 – 26 November 2015**

**Participants:** Margarita Taranenko, Dnipropetrovsk Regional Investment Agency, Nataliya Kachur, Vinnytsia City Council, Alina Luchko, State Regulatory Administration of Ukraine, Olina Orlenko, Vinnytsia City Council, Margaryta Vadis, Ministry of Economic Development and Trade, Maksym Surzhynskyi, Kyiv Regional State Administration

The major theme of the program for six Ukrainian civil servants in Budapest was to introduce the role of governmental institutions in SMEs.

The professional content of the program has been organized by the Centre for Euro-Atlantic Integration and Democracy (CEID) and Institute for Foreign Affairs and Trade (IFAT) in accordance with the Ukrainian side's indicated interest on those topics that they desired to gain a deeper insight into. The general aim of the program was to approach these topics comprehensively and from as many different angles as possible. For this reason, eight public institutions have been incorporated in the program: Ministry of National Economy, Ministry of Foreign Affairs and Trade, the Prime Minister's Office, Ministry of National Development Hungarian Investment Promotion Agency, Hungarian National Trading House, Exim Bank, the Hungarian National Bank, Hungarian Chamber of Commerce and Industry, Small Business Development Institute of the Corvinus University of Budapest and the Design Terminal.

In addition to these public institutions, the economic attaché of the German embassy introduced the role of German companies in Hungary. All programs were interactive so participants could reflect to the 40-50 minute long presentations in the 30-40 minute long discussion part.

During the first day of their stay Ukrainian civil servants focused on the economic policy approach, with the specific attention paid to the prominent role of SMEs in employment, economic growth and innovation. They had opportunity to meet Zsuzsanna Lakatosné Lukács, Head of Unit, Department of Business Development, György Szent-Léleky, Senior Advisor, State Secretariat for the Labor Market and Training, and Ildikó Szabó, Department for Taxation from the Ministry of National Economy, as well as Lóránt Balla, Head of the Deputy State Secretariat for Opening to the East and Miklós Gaál from the Unit for Foreign Trade Strategy from the Ministry of Foreign Affairs and Trade.

On 24 November the main topic was the set of incentives for facilitating SMEs in domestic market and progress in reducing the bureaucratic burdens and providing incentives for facilitating entrepreneurship. The list of speakers included Péter Pogácsás, Chief Analyst, Department for the Analysis of SMEs, Hungarian National Bank, Tihámér Laczkó, Deputy Head of Department, Department for EU Economic Policy, External Relations and Justice and Home Affairs, Prime Minister's Office, and Katalin Papp, Head of Unit, Unit for International Energy Efficiency and Renewable Energy Programs at the Ministry of National Development.

The focus of the third day was on the support of international competitiveness of small

businesses, foreign market access, export expansion, and integration of SMEs into global value chains. Ukrainian civil servants met Katalin Balogné Csorba, Head of Unit for Corporate Relations, Department for Investment from the Ministry of Foreign Affairs and Trade, Flóra Palmay, Deputy Director and Ilona Leimeter, Area Manager, both from Department for International Affairs at the Hungarian Chamber of Commerce and Industry, Gábor Szócs, Director, Corporate Client Relations, EXIM, Mariann Varga, Advisor, Hungarian Investment Promotion Agency, and Erzsébet Nagy, Director of the Hungarian National Trading House.

On 26 November the topic of the day was the Business point of view: different ways for success start-ups, cross-border and cluster cooperation and international competitiveness. The list of experts included Kristina Steltzer, Head of the Economy Section, Embassy of Germany in Budapest, László Kállay, Director, Small Business Development Institute, Csongor Biás, Expert, Design Terminal, as well as István Bartók, Assistant Professor at the Edutus College.

### **Warsaw & Lublin, 23 – 27 November 2015**

**Participants:** Alla Dychenko, Ministry of Finance of Ukraine, Oleksandr Kushnir, Ministry of Finance of Ukraine, Vasyl Shkurakov, Ministry of Finance of Ukraine, Zoryeslava Freyshyn, Ministry for  
Regional Development

The main purpose of the visit of six Ukrainian civil servants in Poland was to share knowledge and experiences of Polish experts and representatives of the public service on the following topics: public finances, their transparency and control over them, construction of the state budget in Poland, the financial relationship between self-government and the central government, as well as other issues related to the functioning of Polish local government.

Ukrainian civil servants took part in a series of meetings with Polish experts, representatives of central and local government institutions as well as representatives of non-governmental sector who shared their experiences and knowledge related to the principles of construction and operation of public finances.

The official program of the visit began on Tuesday (24 November) when the delegation conducted a meeting with representatives the Public Debt Department of the Ministry of Finance. The main point of the meeting was the presentation performed by Barbara Adamowska (Head of the Section of Strategy, Forecasts and Statistics), which presented the basic principles of management of Polish public debt. After an hour of presentation there was a discussion in which both parties exchanged their experiences.

Then, the delegation held a meeting with Marcin Świącicki, long-term Polish parliamentarian, former president of Warsaw, a member of the Parliamentary Committee on Public Finance, who headed a group of Polish experts to assist the Ukrainian side in the conduct of local government reform. During the meeting, both parties shared their thoughts on the pace of reforms in Ukraine, outlined the main problems in the functioning of the Ukrainian administration, and also addressed the issue Polish local government reforms.

The last meeting of the first day of the visit took place at the office of the non-governmental Institute for Structural Research, where Jakub Sawulski raised the issue of transparency of public finances. Both sides widely discussed the issue of the openness of state finances, as the important factor that builds trust in public institutions. During the meeting Mr Sawulski also presented some e-tools for building greater transparency in public finances.

The second day of the visit opened a series of meetings with representatives of the Ministry of Finance from State Budget Department (Piotr Dragańczuk, Deputy Head of the Department) and from the Department of Local Government Finance (Marek Wiewióra). In their presentations, both of representatives presented the principles of work of their departments. Special emphasis was placed on the issue of creating mechanisms and the structure of the state budget, as well as how to manage a local government finances in Poland.

The next meeting of the Ukrainian delegation was held in the office of the Financial Supervision Authority, where during a meeting Ludwik Sznajder and PhD. Mateusz Mokrogulski (head of the Department of Market Analysis) presented the work of Polish financial market regulator and the Polish financial market.

Another point of the program was a visit to the Polish National Bank, where the Ukrainian delegation had a meeting with Marcin Bukowski and Hubert Kitala, where they discussed issues of Polish public finances, the condition of Polish economy and they had the opportunity to see the latest forecasts of its development in the coming years. The meeting was a broad discussion where participants presented problems and experience in the area of creating economic forecasts.

The last meeting during the Warsaw part of the study visit was the presentation by PhD. Justyna Glusman (Forum Od-nowa), where she widely presented the mechanisms for creating budgets by Polish local governments, outlining the advantages and disadvantages of current solutions, as well as presenting proposals for changes in close future.

On Thursday (26 November) the Ukrainian delegation traveled to Lublin, where for the beginning they met with Rafal Sobiech (Deputy Director of the Department of European Social Fund, Office of the Marshal of Lublin) who spoke about the functioning of the EFS on example of the Lublin region. The next point of programme was a sightseeing tour in Lublin Old Town and the Lublin Castle. The day ended with a working dinner, which was also attended by representatives of the City of Lublin, Lublin Region Marshal's Office and faculty of the John Paul II Catholic University of Lublin.

In the morning on November 27 there was a meeting with PhD. Mariusz Sagan (head of the Department of Strategy and Investors Service, City Office of Lublin), who presented the development strategy of Lublin, and then there was a discussion on how to draw up town strategies. This was followed by a lecture by PhD. Lech Jańczuk from the John Paul II Catholic University of Lublin (Institute of Political Science and International Affairs). In the afternoon, the Ukrainian guests met with Jan Molodecki (chairman of the Board, Association of the Lublin Regional Municipalities), who described the circumstances in which operate municipalities and regions in Poland in conditions of European Union and referred the development plans of Lublin region, including cross-border cooperation with Ukraine. After this meeting Ukrainian delegation traveled to Warsaw, where at the evening they held a farewell meeting summarizing the visit.

## Bratislava, 29 June – 3 July, 2015

**Participants:** Roman Balyta, Prosecutor's General Office of Ukraine, Ruslan Karpalyuk, Prosecutor's General Office of Ukraine, Igor Firman, Ministry of Internal Affairs of Ukraine, Gennadiy Goncharuk, Ministry of Internal Affairs of Ukraine, Sergii Zhytniak, Ministry of Internal Affairs of Ukraine, Anastasiia Zinko, Ministry of Internal Affairs of Ukraine

The main focus of the study trip of six civil servants in Slovakia was the security sector reform, which was the topic selected by Ukrainian partners in cooperation with the Embassy of Slovak Republic in Ukraine.

The official working program for the expert group was organized into five days and combined various meetings in order for the Ukrainian delegation to make acquaintance of the institutional framework and the governance in the field, reform experiences and the current activities of the respective institutions, including their competencies and interaction. The program of the study trip consisted of a series of meetings with leading representatives and experts of the Slovak institutions that are part of the security sector of the Slovak Republic in the area of justice and home affairs.

The first day of the programme had a special focus on meetings with representatives of the Police Corps of SR and the delegation met with Mr. Lubomír Ábel, Vice President of PC SR, Mr. Jaroslav Paľov, Director, Office for International Police Cooperation of PC SR and Mr. Rudolf Hlavatý, Director, Department for Evidences and Documents of PC SR. The main focus of the meetings was the functioning and responsibilities of the Police Corps on the national, regional and municipal level. The kick off meeting of the first day was however with Mr. Libor Duľa, Deputy of Chairman of the Criminal Division of the Supreme Court of SR who explained the functions, roles and competencies of the Supreme Court of SR in the overall institutional context.

The second day of the study trip started at RC SFPA where the group was officially received by Mr. Alexander Duleba, director of RC SFPA. The program continued with meetings at the Ministry of Interior at the Section of personal and social activities and Personnel Office, Public administration Section and Section of control and inspection service. The main aim of the meeting on Tuesday was to offer the Ukrainian delegation a complex overview about the competencies of the Ministry of Interior of SR, its horizontal and vertical division, social security and provision of its employees etc. The delegation was especially interested to know how of how the Sections of control and inspection service fights against corruption within the ministerial and official structures. On Tuesday the delegation was also received by H.E. Mr. Oleh Havaši, Ambassador of Ukraine to SR.

Meetings with representatives of the Ministry of Interior of SR continued also the next day at the Crisis Management Section, Foreign Aid Section and Effective public administration Department. The Ukrainian delegation was especially interested to learn more also about the current public administration reform that is taking place in Slovakia as this is also a key task ahead of the Ukraine and is closely interlinked with the overall reform process in the country. Besides the meeting with representatives of the various sections of MI SR, the delegation also paid a visit to a fire brigade station of the Fire and Rescue Corps of SR where they were informed about the laws regulating the work and

competencies of the Fire and Rescue Corps or practical examples of international cooperation that could be also applicable in case of Ukraine.

On the fourth day the working program continued with representatives at the Police of the Bratislava Capital City, concretely with Zuzana Zajacová, Commandant of the PBCC and Ladislav Fatura, Commandant of the Petržalka District. The presentation and discussion at the meeting focused on the competencies of the Police, experience with reforms, law enforcement or the central control system. The program then continued at the Office of the Security Council of SR, Department of Migration and Integration of the Migration Office of the Ministry of Interior of SR and in the evening the delegation was received by Deputy Mikuláš Krajčovič, chairman of the Group of Friends of Ukraine of the National Council of SR.

The final day of the official program was dedicated to meetings with representatives of the General Prosecutor's Office of SR and Office of the Special Prosecutor of SR. These meetings were especially valued by the representatives of the Prosecutor General's Office of Ukraine. The delegation was received by René Vanek, First Deputy to the Attorney General, Jozef Čentěš, Prosecuting Attorney and Deputy Director of the Criminal Matters Department and Vladimír Turan, Prosecuting Attorney. Ukrainian experts were especially interested in the reform experience of the Office, its competencies, division, information about particular offices including the one of the Special Prosecutor, which does not exist in Ukraine and their experience in fighting organized crimes and corruption at a large scale national level. After the two meetings the delegation also met with Ladislav Chabreček, director of the department of border police of the Bureau of Border and Alien Police of the Presidium of the Police Force whereas the main topic of discussion was the control and protection of the Slovak-Ukrainian border, visa application, state border crossing etc.

The final meeting of the program took then place at the International Visegrad Fund where the group was welcomed by Mrs. Karla Wursterová, Directress of IVF, Jíří Sýkora, public relations coordinator and Ferenc Jári, coordinator of the Eastern Partnership programme of the IVF. The meeting served not only as a debriefing one and used as an opportunity to receive feedback from the Ukrainian delegation, but the Ukrainian experts were also informed about possibilities to apply for grants and projects at the IVF.

### **Feedback from the participants**

In overall, the program and the meetings were highly appreciated by all four groups of Ukrainian civil servants. On the other hand, there was obvious interest of the V4 experts on transformation assistance to Ukraine (offering examples of best practices), which was also demonstrated through high personal engagement of speakers during particular seminars.

Visiting civil servants actively engaged in debates and posed very concrete and specific questions at all the meetings. They appreciated a multi-dimensional character of the program, especially the fact that it combined theory and individual examples of best practice. They also expressed their desire to continue in cooperation and dialogue on some mutually interesting projects with many of the V4 experts in the future. In their feedbacks the participants emphasized that the

program also provided a unique opportunity for the delegates to learn from each other. All in all, Ukrainian civil servants found the format of the IVF Civil Servants Program very practical and useful and would strongly recommend it to their colleagues in Ukraine. Some of the participants requested to organize more than one CSMP program for Ukrainian civil servants in 2016 and even recommended to mix participants from Moldova, Ukraine and Georgia. It can be concluded that a mechanism to follow-up CSMP programs would be useful for creating long-term partnerships and to have the possibility to monitor possible long-term effects of the program.