



Civil Servants Mobility Program 2018: UKRAINE and MONTENEGRO

Poland	11 – 17 November 2018 (MNE) and 13 – 19 January 2019 (UA)
Hungary	12 – 16 November 2018 (UA) and 24 November – 1 December 2018 (MNE)
Czech Republic	30 September – 6 October 2018 (UA) and 2 – 9 February 2019 (MNE)
Slovakia	26 – 30 November 2018 (MNE) and 9 – 15 December 2018 (UA)

Report

The aim of the Civil Servants Mobility Program (CSMP) is to share experience of Visegrad countries on the implementation of the sectoral reforms and harmonization of the national legislation with the EU legislation with the Eastern Partnership and Western Balkan countries. The goal is to educate civil servants from both regions through organizing study visits in the V4 countries.

Similarly, to the previous year, The Civil Servants Mobility Program 2018 was divided in two parts hosting **22 participants from Ukraine** and **20 participants from Montenegro**. In comparison to CSMP 2017, last year's edition was more balanced in terms of the numbers of participants from both countries. While Ukraine has been in the focus of the CSMP since the very beginning of its existence, Montenegro was only the second Western Balkan country included in the program. All in all, the **CSMP proved to be an important instrument of V4's experience and know sharing** from integration and reform processes. The **2018 edition confirmed again the ability of Think Visegrad platform members to respond flexibly to the needs of different groups of civil servants** from both Eastern Partnership and Western Balkan countries, since each of the eight groups of civil servants had a different thematic focus.

As for **Ukrainian civil servants**, the group in the Czech Republic focused on the Czech scholar system and challenges it faces, while the group in Budapest focused on the youth and sports policy. On the other hand, the main focus of the group in Slovakia was on the energy regulatory framework. Finally, the group in Poland aimed to discuss the issues related to cooperation between local governments, science and business to support innovation and create an ecosystem for the development of startups.

As regards **Montenegrin civil servants**, the group in Poland focused on the Polish system for crisis management and response procedures in case of a mass-scale, uncontrolled migration, as well as on the principles for direction, management, command and coordination in crisis situations. The group in Budapest aimed to tackle with the issue of Euro-Atlantic integration, while the group in Bratislava focused on environment. The focus of the group in Prague was on the EU accession process.

Part I: Ukraine

Prague, 30 September – 6 October 2018

Participants: **Hannah Kachekan**, the Headmaster of Public establishment “Nikolske comprehensive school of I-III grades #1 named after Anton Yakymenko of Nikolske District Council of Donetsk region” basic school, **Svitlana Fesak**, the Headmaster of secondary school of I-III grades of Kalchik of Nikolsky district council, Donetsk region, **Olha Rybalchenko**, the Headmaster of Bakhmut secondary school №18 named after Dmytro Chernyavsky of the Bakhmut City Council, Donetsk region, **Maryna Zavorodnia**, the Headmaster of the Educational Complex “secondary school of I grade – grammar school” of Myrnohrad City Council, Donetsk region, **Liudmyla Akosonenko**, the Headmaster of Public establishment “Volnovaska comprehensive school of I –III grades №5 of Volnovakha District Council of Donetsk region” basic school and **Viktirja Shcherbak**, the Headmaster of Kramatorsk Ukrainian Gymnasium of Kramatorsk City Council of Donetsk Region.

Another edition of the Civil Servant Mobility Program (CSMP) study trip for Ukrainian participants was organized by EUROPEUM Institute for European Policy. The meetings were focused on introducing Ukrainian participants the **Czech scholar system** as well as the challenges it faces. This was supposed to give the participants inputs on how they could shape their educational processes better, or even what mistakes they should avoid.

The group consisted of six directors of schools from the Donetsk region. The program was planned on the basis on previous successful programs on a similar topic, realized in previous years, and was adjusted to the guests’ profiles. The organizers therefore repeated the points which have been successful and popular for the visitors in the past years.

The program consisted mostly of meetings with professionals from various institutions and of a one-day visit to a selected grammar school (*gymnázium*). It started on Sunday, by an afternoon guided tour in Prague, followed by a welcoming dinner and continued on Monday morning with a meeting with **Jana Straková**, researcher at the Centre of research and development of education of the Charles university in Prague. She presented a general introduction to the Czech educational system- its levels, working conditions for directors and teachers, as well as wider results of Czech students. In the afternoon, the group met with **Martina Landová** at the Ministry of Youth Education and Sport, which was followed by a meeting with **Lucie Macku** from the Czech Society for Inclusive Education. Both of these afternoon meetings were focused on the inclusion policies of the Czech Republic. While the first one presented an official state's point of view, the latter included feedback and constructive criticism from the part of NGOs and members of public who have some experience with local inclusive education.

On Tuesday, the group visited an Institute for Language and Preparatory Studies, meeting with its director, **Zdeňka Malá**, and a study consultant, **Oxana Kravchenko**. The group has been presented with the structure and functioning of language studies for foreign students who are getting integrated into Czech society, and the combination of language studies with specialized ones. Every one of the directors from Ukraine also visited one lecture to observe how a class in this institute goes on. In the afternoon, the group met with **Ondřej Andrys** from Czech school inspection, who explained the way the state oversees the quality of education in the Czech schools one by one, but also in general in the country, including what criteria are being used for this. He presented the structure and the working processes of the inspection, but also its vision for the future.

The day after, the group travelled to Nymburk to visit local Bohumil Hrabal Secondary School (*gymnázium*), meeting with its director, **Jiří Kuhn**. After he presented the general numbers and information about the gymnasium, he answered the many questions posed by the participants. They were interested in the topics of general functioning of the school, extra-scholar activities and the support given to students in this area, school's financing, work with and support of gifted students, scholarships, working conditions and development programme for school's teachers, or lectures of foreign languages. The group also visited two lectures, based on their choice between the Czech language or natural sciences. A lunch in school cafeteria was then followed by a visit to the historical centre of the town.

Thursday began with visit to the Youth Centre. **Libor Bezděk**, director of the centre introduced the whole concept of the youth centres to the group and system of informal education. He focused in particularly on the activities of the Prague centre and the various possibilities offered to the youth ranging from physical activities to the artistic pursuits or natural sciences. The following meeting took place at the building of the Municipality Prague 7. The department of the education organized meeting with the directors of the elementary schools of the municipality, **František Rada** and **Jan Rychtr**. The topics of the discussion were distance education, general competences and duties of the school directors in Czech Republic or possibilities of the education for the pupils with special needs.

The program was concluded by a last meeting with **Ingrid Vavřínková** and **Jiří Holý** from the department of education in the regional Government of Central Bohemia, who presented our guests some basic information about the region, its educational structure, or challenges they are facing, which was then followed by an open discussion. A special emphasis was made on international cooperation, as our visitors were interested in the way Czech Republic coordinates and realizes a program of teachers' international exchange. Afterwards, a final lunch with our team had place, leaving the group with a free afternoon to spend in the city of Prague the way they wished.

Feedback:

According to the evaluations, all guests were highly satisfied with both the relevance and content of the meetings –on the scale from 5 to 1 (5-excellent, 1-unsatisfactory) most of the meetings were evaluated with 5 in both categories. The program as a whole was awarded with the highest mark in all cases. Our guests also appreciated the accommodation and accompanying program, such as the welcome dinner and guided tour and were satisfied with the choice of hotel. Organizers and translator all received excellent feedback (5).

Budapest 12 – 16 November 2018

Participants: **Iryna Turetska**, Deputy Head of the Unit for International cooperation and European integration, **Yurii Muzyka**, Director of the Department on economic and finances, **Matvii Bidnyi**, Director of the Department for physical culture and non-olympic kind of sports, **Lesia Yablonska**, Head of the Sector on Sports Reform, **Tetiana Shynkarenko**, Senior Specialist of the Press Unit, **Taras Zaruda**, Director of the State Enterprise “Sports for all”. All participants represented the Ministry of Youth and Sports of Ukraine.

The main focus of the study trip in Hungary was to share Hungary's experience in **youth and sports policy**. The Center for Euro-Atlantic Integration and Democracy (CEID) hosted 6 participants from the Ministry of Youth and Sports of Ukraine instead of the 5 originally planned, based on the request from Ukraine. Still, CEID managed to keep the approved budget.

The 6-member delegation was welcomed on Monday, 12th November, by the Executive Director of CEID, **Dániel Bartha**, **András Máté Lázár**, the Head of Unit and National V4 coordinator at the Ministry of Foreign Affairs and Trade, and **Tibor Fehér**, Head of Section for Eastern Europe and Deputy Head of the Eastern Europe and Central Asia Department at the same ministry.

On the second and third day, 13th and 14th November, the delegation attended seminars and discussions held at the Ministry for Human Resources. The overarching topic of these days was Youth policy, and sports policy in the EU, and the delegation discussed matters such as youth strategy, labour market integration, youth sport politics, development of Olympic and non-Olympic sports in Hungary or the situation of para-sports. The discussions were held by officers of the Ministry for Human Resources (**Gergely Mohay**, Head of Unit, **Tibor Szabolcs Száz**, Deputy Head of Unit, **Kitti Varga**, legal officer, **Tibor Szabolcs Száz**, Deputy Head of Unit), but also included guest speakers such as **Anita Urr**, Under-Secretary-General of the Hungarian Paralympic Committee.

On the fourth day, 15th November, the delegation had the opportunity to visit the construction site of the Ferenc Puskás Stadium with a presentation of the project. Later, the delegation was hosted by the Center of Key Governmental Investments, where presenters focused on the issue of governmental experiences of application for, lobbying and management of key sport events. **Éva Szántó**, Secretary General of the Hungarian Swimming Confederation and director of the organiser company of the FINA World Water Championships 2017 introduced main experiences of the event, while **Attila Mizers**, Olympic champion and director for sport applications discussed with the participants the strategy and goals behind Hungarian applications. Finally, **Ivan Rózsa**, Director for Communications of KKBK and Budapest 2024 shortly introduced the marketing strategy of the Hungarian bids.

On the very last day, the delegation was introduced to the work of the Department for Sports Diplomacy at the Ministry of Foreign Affairs and Trade by the head of the department, **István Iglói-Nagy**.

Bratislava, 9 – 15 December 2018

Participants: **Kateryna Bondar**, Chief Specialist of the Bilateral Cooperation and International Treaties Unit of the International Cooperation Department, Ministry of Energy and Coal Industry of Ukraine; **Liliya Kuzmych**, Chief Specialist of Strategic Planning and International Coordination Section of Strategic Development and Planning Department, National Energy and Utilities Regulatory Commission (NEURC), **Yevheniia Nimak**, State Expert of the Expert Group on External Energy Policy, European and Euro-Atlantic Integration of the Strategic Planning and European Integration Directorate, Ministry of Energy and Coal Industry of Ukraine; **Kateryna Nebrat**, Head, Division for Price and Tariff Policy in the Field of Electricity, Department for Regulating Relations in the Field of Energy, NEURC, **Mariia Oleksiuk**, Deputy Head, Legal Support for Electricity Market Unit, Energy Market Division, NEURC.

The main focus of the study trip of five civil servants in Slovakia was the **Energy regulatory framework**. During the meetings, they gained knowledge about the institutional and legislative

framework as well as governance in the field, reform experience and the current measures of the respective institutions, including their competencies and interaction.

The official working program for the expert group was organized into five working days and combined various meetings in order for the Ukrainian delegation to share not only governmental experience, i.e. regulatory authorities, but also the experience of the regulated bodies, i.e. companies as well as independent experts. The program of the study trip thus consisted of a series of meetings with leading representatives and experts of the official Slovak/EU institutions, governmental agencies, regulated bodies/companies and independent experts.

The team of Ukrainian experts was officially briefed and received by the RC SFPA analyst of economic and development policy program **Peter Brezáni** upon arrival. The first day was opened with the meeting at the Regulatory Office for Network Industries. The goal of the 3-hour long meeting was to give an official perspective on regulatory policy with the focus on heating, water, gas and electricity sector in Slovakia, as well as to share problems and issues stemming from introduction of the regulatory measures. The delegation was received by **Marian Záhora**, Director, Dpt. of the International Cooperation; **Mária Marková**, Director, Dpt. of the Heating Industry Regulation, **Martin Barbarič**, Director, Dpt. of the Water Industry Regulation, **Richard Ružička**, Director, Dpt. of Gas and Electric Industry Regulation. Especially participants from Ukrainian Regulatory Office found this meeting very useful. In the afternoon participants visited company MET Slovakia and met its Director General **Dušan Randuška**. Eventhough MET is not a regulated body, Mr Randuška has had long experience working at SPP as the business director and therefore provided very open view on regulation and its impact on gas business and openly answered all the questions of Ukrainian participants.

The second working day of the programme started at the Ministry of Economy of the Slovak Republic, DG for Energy Policy. During the meeting with **Ľubomír Kuchta**, Director, Dpt. of Fuels and Energy, **Miroslav Mariaš**, Counselor, Dpt. of International Relations in Energy, **Peter Dvorák**, Counselor, Dpt. of International Relations in Energy, and **Margita Adamová**, Counselor, Dpt. of International Relations in Energy. The participants discussed various legislative, institutional as well practical issues of the Slovak energy policy. The debate was joined by **Emil Bédi** to discuss nuclear part of the energy sector. During the 3,5 hours, the participants gained rather wide information on energy legislative framework, ministries tasks and responsibilities, market design, plans and problems from the perspective of state. The day continued with the meeting at the Slovak Innovation and Energy Agency and its project manager **Ján Magyar**. Meeting focused on energy efficiency and renewables – its legislative framework and regulation policies. It also focused on practical problems of subjects producing electricity from renewables. The last meeting of the second working day focused on EU energy policy, political aspects of energy policy. The discussion with energy section editor of EURACTIV web portal **Pavol Szalai** included also the questions and issues that arose during the debate at Regulatory Authority and Ministry of Economy. The quality of debate, openness and scope of information by Mr Szalai (beyond the Slovakia) was rated very high by participants.

The third day focused on meetings with regulated companies with special focus on electricity market regulation and dispatching. The first meeting took part at Slovenské elektrárne, a.s. where the Ukrainian participants met **Pierre Poncik**, Director, Trade, Market Regulation and Dispatching Dpt, **Pavol Mašán**, Manager for Electricity Trading, **Róbert Jamrich**, Head for European and Strategic Regulation, **Vlastimil Tomašovič**, Head for Market Regulation, **Jakub Šiška**, Head for Business and Planning Strategy. The second meeting at Západoslovenská energetika, a.s. with **Tomáš Šipoš** was also – same as the first one – rated very high due to the quality and scope of information. The last meeting of the day focused on what is called by the Institute of Economic and Social Studies – electricity tax. Meeting with **Martin Vlachynský** also covered other aspects of Slovak energy policy – and problems with implementation of certain energy policy aspects. The participants also discussed recommendations for the Ukrainian energy sector.

The fourth day began with meeting with representatives of the Slovak Association of the Heat Producers, **Stanislav Janiš**, Chairman, Board of Directors, **Zuzana Klčová**, secretary-general of Association, **Martina Olejníková** of Veolia, **Ivan Ďud'ák** of Intechenergo. The meeting opened a lot of questions due to rather huge difference between Slovakia/V4 and Ukraine in the field of heating system. The second meeting took part at SPP – Distribúcia, a.s. with **Marek Paál**, Director, Distribution Services Directorate and **Peter Duračka**, Deputy Director, Head of Finances Dpt. The fourth day ended at the Representation of the European Commission in Slovakia with **Lívia Vašáková** focused on EU legislation and EC's view on regulatory framework.

During the final day, the participants met with **Tomáš Šimovič**, gas origination and structured trader at SPP, a.s. and discussed the monitoring of the gas/electricity market as well as modelling of the market. Very active discussion included sharing of practical experience was rated as one of the most interesting meetings which took more than 3 hours. The Ukrainian delegation then continued to Slovak Association of Photovoltaic Industry and Renewables (SAPI) and met its executive board members, **Ján Karaba**, member of the SAPI executive board, company: SolarEnergia, **Ján Lacko**, member of the SAPI executive board, company: Voltalia, **Pavol Poláček**, Regulation Policy Legal Counselor, company Poláček & Pts. They discussed energy regulatory framework as seen by association and its members (generations from renewables) and compared situation in Slovakia and Ukraine. The last planned meeting – besides the debriefing at the International Visegrad Fund – with **Michal Hudec** of Association of Energy Suppliers was cancelled due to the fact that Mr Hudec was travelling from Nitra and his car broke and could not appear on time.

Feedback:

In overall, Ukrainian delegation positively assess the structure of the program, the meetings and their information value as well as quality of experts. Participants were active, asked a lot of practical questions and expressed their will to continue in the cooperation in future. After the meeting with *Mr Andor Dávid* they stressed the necessity of the Civil Servants Mobility Programme for

Ukraine as they see the exchange of experience as one of the crucial part of their reform effort. They suggested to organize program more specifically – only for specific institutions and/or departments, i.e. not mixing Energy Ministry with Regulatory Authority etc.

Warsaw, 13 – 19 January 2019

Participants: **Oleh Zabarylo**, Deputy Director of the Department of Economic Development – Lviv City Hall, **Daria Shulzhenko**, Deputy Director of the Department of Investment Projects – Vinnitsya City Hall, **Olga Vurm**, Director of the Strategic Regional Projects Department - Odessa Regional State Administration, **Olena Kolmyk**, Deputy Director of the Department of Economy and International Cooperation - Kharkov State Regional Administration, **Dmytro Turchak**, Adviser to the Vice-Mayor of Kiev for Economic Affairs.

The study visit was organized by the Polish Institute of International Affairs in Warsaw and focused on **cooperation between local governments, science and business to support innovation and create an ecosystem for the development of startups.** During their study trip five representatives of both municipal (Lviv and Vinnytsia) and regional (Kiev, Kharkov and Odessa) visited Warsaw, Wrocław, Legnica and Bolesławiec.

During all meetings a workshop method was used. It involved dialogue, answering participants' questions, discussing good practices and presenting specific examples. The aim was to satisfy the needs and expectations of the participants from Ukraine. During each meeting delegation representatives asked a lot of detailed questions. They were especially interested in activities conducted without the support of European funds as the amounts available in Ukraine are significantly lower than in Poland. Moreover, they were particularly interested in all possible ways of cooperation between Ukrainian and Polish partners.

The meeting at PISM focused on the analysis of the current state of the cooperation between Polish and Ukrainian local governments as well as the cooperation recommendations developed by PISM. The program of the study visit was also discussed in a comprehensive manner during this meeting.

In Warsaw, meetings were held at the Industrial Development Agency, National Center for Research and Development, Polish Agency for Enterprise Development, Technological Enterprise Foundation MIT EF and Smolna Enterprise Centre of the Warsaw City Hall. Discussions were focused on using EU funds to support entrepreneurship and the development of the startup ecosystem. The mentioned institutions presented opportunities for cooperation with partners from Ukraine. The IDA leads a program aimed at Polish entrepreneurs who can apply for grants for the purchase of technology abroad. It could support technology transfer from Ukraine to Poland. NCRD has grant programs at its disposal that support the cooperation between technology enterprises from Poland and

other countries, including Ukraine. MIT EF is a private acceleration program for startups and it is also open to newly founded technology companies from Ukraine. The visit at the Smolna Enterprise Center was very interesting for the participants as it constitutes an example of how local government can support local entrepreneurship. This example can also be implemented in Ukraine as it does not require large EU funding.

In Wrocław, the delegation met the representatives of the Wrocław Agglomeration Development Agency that coordinates the urban startup ecosystem. They have presented good practices applied in Wrocław to promote creation of new companies that offer unique solutions. Moreover, possibilities of implementing joint projects as well as cooperation in the field of student exchange were discussed.

The group visited a research and development department of 3M, an American company located in Wrocław. The company presented its research results in the field of fire-fighting materials, noise silencing, adhesives, cleaning fluids, data transmission equipment, etc. There was also a meeting with **Gleb Khrapeychuk**, the President of the Management Board of 3M Ukraine and Georgia.

During the next visit at the Wrocław Technology Park (the largest technology park in Poland) one presented activities in the field of business incubation, operation of laboratories and Nutibiomed cluster. There was also a meeting with **Grzegorz Roman**, the President of the Zielona Dolina Company whose task is to support innovative projects in the field of healthy nutrition.

On the last day, the group visited the headquarters of the Special Economic Zone in Legnica and learned about the conditions of tax concessions offered in the zone as well as related legislative changes in Poland. The activities of the Lower Silesian Aviation Cluster that are coordinated by SEZ in Legnica were also presented. The representative of the Kharkiv region was particularly interested in the cooperation with this cluster as this region has a lot of potential in the aviation industry.

The last point of the study visit was the town of Bolesławiec, where the group met with the Vice-President, **Kornel Filipowicz**, and visited the Ceramics Art Institute. It is one of the companies producing world-class ceramics. The purpose of the visit was to present innovative activities within the ceramic cluster in the field of creative industry that has a significant impact on the development and economic success of a small town.

Part II: Montenegro

Warsaw, 11 – 17 November 2018

Participants: Vasko Aković, Head of the Regional Border Police Department, Velibor Vučinić, Senior inspector in the Department of state border surveillance of the Ministry of the Interior, Ivan Raičević, Higher Inspector of the Regional Border Police Department, Željko Džarić, Head of the Border Security Department in Ulcinj, Blažo Pavićević, Director of the reception center for foreigners

Centre for Eastern Studies (OSW) in co-operation with the Ministry of the Interior and Administration in Poland and institutions subordinated to the Ministry - the Polish Border Guard and The Office for Foreigners prepared a weekly visit programme oriented towards presenting the Polish system for **crisis management and response procedures in case of a mass-scale, uncontrolled migration**, as well as the **principles for direction, management, command and coordination in crisis situations**. The aim of the study visit also was to exchange experience in the management of irregular migration and surveillance of the national border. The visit was paid by five representatives of the Ministry of the Interior and police officers of the Border Police from Montenegro.

In Warsaw, the guests from Montenegro visited the Ministry of the Interior and Administration. This meeting was devoted to the presentation of the system of government institutions subordinated to the MoI and their role in Polish system of migration and border management. The guests from Montenegro were especially interested in the presentation focused on the development of the National Crisis Management Plan in Poland. The Border Police in Montenegro is currently in the process of drawing a procedure determining the mode of the implementation of tasks in a situation of a massive influx of foreigners, which will be part of the national plan of crisis management. Thus, the meeting with the representatives of the Government Centre for Security was also dedicated to discussion about the Polish system of crisis management. The guests were acquainted with the role of Government Centre for Security in launching of the crisis management procedures at the national level, implementation of the planning and programming, supervision over the consistency of the crisis response procedures and in organising, conducting and coordination of crisis management trainings. The meeting with the representatives of Ministry of Foreign Affairs was devoted to the Polish policy towards Montenegro and ministry initiatives for the Western Balkan countries to support the reform process and economic transformation.

The presentation in Frontex contained comprehensive information about the situation on the external border of the EU and cooperation with the countries of the Western Balkans in dealing with the problem of massive migration and protection of the borders. The operational and technical support of the agency for the Western Balkans was also presented. The police officers were acquainted with

the scope of the Status agreement, which will be in the case of Montenegro in place soon. This kind of accord enables Frontex to carry out wider activities on the ground in third countries, including on return. While the police officers from the Montenegro described the migrant situation in the Balkan region, they stressed that activities aimed at reducing influx of migrants are hampered by the lack of cooperation from Albania and Greece.

The Office for the Foreigners enabled the participants to visit the Reception Center for Immigrants Podkowa Leśna-Dębak, where they visited all the facilities and were informed about the services provided for foreigners. During this meeting main legislative acts relevant to asylum procedures, system of the reception and detention centers and content of protection were presented.

During the meeting at the Polish Border Guard Headquarters were briefed on the structure of the Polish Border Service, its role and tasks with special focus on migration management. Polish officials shared statistical information on asylum-seekers and attempts of illegal border crossings. The meetings with focus on practical aspect of border protection and migration management were organised on the territory of the Podkarpackie Province by the Bieszczady Division of the Border Guard. In Barwinek the guests visited the Police and Customs Cooperation Centre located at the border with Slovakia at international route E371. During the meeting this specific concept of cross-border cooperation aimed at combining competences of services in both countries and streamlining communication to faster information exchange and efficient coordination of cross-border activities was presented. In Przemyśl the participants visited Bieszczady Division of the Border Guard where they gained detailed information about its tasks i.e. the control of the flow of passengers and cargo, risk analysis, patrolling, and special cross-border operational engagements. They were also acquainted with the work of the Guarded Centre for Aliens. Later on, the delegation visited the Border Crossing Point in Medyka, where the participants were briefed on the legislative basis and practical functioning of the checkpoint, on security measures and the rights and responsibilities of customs, border and security officers. The delegation also visited the green border and received the information about green and blue border surveillance.

Feedback:

Cooperation in the security field is playing an increasingly important role in relations between V4 countries and the Western Balkans, including Montenegro, due to the risks associated with organised crime and illegal immigration. Such study visits are an important element of support for Montenegrin institutions, which during the process of their country's accession negotiations have been adapting their system of border controls to EU standards. At the same time Montenegro, together with other Western Balkan countries, face the growing challenges of irregular migration. Thus the V4 experience, especially in terms of contingency plans for mass migration, border surveillance and protection is valuable for them. Few countries in the UE is so well prepared to protect the EU's external borders as the V4 countries are. Therefore, V4 should look for the instruments to transfer

this unique practical knowledge through study visits, common twinning projects, expert exchanges etc. Assistance in strengthening the capacity of border guards in the Western Balkans could be an important contribution of the V4 countries in the reinforcement of the protection of the European borders. Effective monitoring of the green and blue border in the Balkan region would ease the pressure on the EU external borders. The implementation of efficient procedures towards asylum seekers and refugees combined with the effective and humane return police would have similar effect. The V4 countries have the resources to collaborate with their counterparts in the Western Balkans in improving their capacities in these two areas. In light of the challenges posed by porous borders the V4 countries could also serve as a good example how to address the problems with influx of migrants, organized crime groups, through good and effective cross-border cooperation.

Technical and training support, as well as good practice exchange with Western Balkans in the border surveillance and migration control would reduce the risk of new migration flows into the EU and consequently ensure proper functioning of the Schengen Area. Without sealing the borders in the Balkans a permanent reduction in the inflow of migrants to Europe – which is an important priority of V4 cooperation – could not be possible.

Budapest, 24 November – 1 December 2018

Participants: **Marko Srdanović**, desk officer for Hungary, European Department, Directorate General for Bilateral Affairs, Ministry of Foreign Affairs, **Milica Baletić**, Advisor, Directorate for International Cooperation and Support Programmes, Ministry of Public Administration, **Milica Čvorović**, Advisor, Directorate for International Cooperation and European Integration and member of Working Group for Chapter 24, Ministry of Interior, **Marko Lubarda**, Advisor, Department for Development and International Cooperation and Leading Senior Program Officer for IPA II, Ministry of Agriculture and Rural Development, **Marija Backović**, Advisor, Directorate for European Integration, working on Chapter 2 and 19, Ministry of Labor and Social Welfare

The topic of the study trip was **Euro-Atlantic integration**. As the participants' fields of work varied from diplomatic/political issues to sectorial issues related to EU integration, the study trip gave an insight into the Hungarian coordination mechanisms for both political affairs and development projects. Furthermore, the study trip provided an opportunity for the participants to exchange experience on their own fields and to expand their cooperation network. The leaders of the institutional units visited during the study trip introduced their work and role within the Hungarian institutional setting. The meetings gave also a good opportunity for the participants to discuss EU related questions and learn about them from a member states' perspective.

On Monday, 26 November, the participants visited first the State Secretariat for European Union Development Policy within Ministry for Innovation and Technology where they could listen to a presentation on how the EU development funds are used and how the coordination mechanisms

look like in Hungary. The participants could learn not only about the competences of different ministries and agencies (including planning, programming, monitoring) but also about the IT system background. In the afternoon the group visited Deputy State Secretariat for Coordination of EU Affairs of the Prime Minister's Office which plays the main coordinating role in EU related affairs in the Hungarian government structure that was formed in 2014. The head of Department for EU Coordination and Institutional and Cabinet Affairs, **Oszkár Ökrös** welcomed the participants and shared some information regarding the main issues on the agenda of the European Union, including the future of Europe, the migration crisis, enlargement, Multi-annual Financial Framework, etc., and the Hungarian experience regarding representation of national interests within the European Union. After this meeting the group visited the Embassy of Montenegro in Budapest.

The second day was dedicated to meetings in the Ministry of Foreign Affairs and Trade. In the morning, the colleagues met the heads of two departments: the Department for Western Balkans and the Department for EU Affairs. The meeting strongly focused on the challenges that the Western Balkans and Montenegro face when it comes to Euro-Atlantic integration. While expressing understanding towards Montenegro's concerns and problems, it was highlighted what types of challenges at various level (political, public opinion, procedural, etc.) must be considered on the EU side as well. Furthermore, many questions related to Brexit and its possible impacts on the EU and EU enlargement were discussed. In the afternoon the group had the chance to meet with the representatives of the Department for Cross-border Cooperation Programmes where they could learn about the experience and challenges of Hungary in this cooperation type.

On the next day the group visited the Ministry of Agriculture where they met the representatives of various departments, including those in charge of EU and international relations and cooperation, legal harmonization and distribution of EU support related to Common Agricultural Policy, and strategic development. The participants exchanged ideas and experience regarding the application of EU legal and technical requirements, challenges after accession, development of rural development strategies and agricultural-environment schemes.

On Thursday, 29 November, the group had two visits at the Ministry of Finance. Firstly, they visited the Department for EU Employment Policy where the EU legislative procedures and practices in the field of employment policy were introduced. During the presentation, the colleagues of the department also highlighted main bottlenecks member states' representatives might face. The meeting in the afternoon took place at the Deputy State Secretariat for Implementation of Economic Development Programmes where the group could get an insight into the structure of the Hungarian economic development strategy, the work of the corresponding institutions and how the economic development programmes support the development strategy. The presentation also provided an overview of the process of implementation as well.

The study trip ended on Friday by visiting first the Ministry of Interior and the CEPOL in Budapest. In the MoI, the main issues covered were related to security and migration. Furthermore, there were also questions regarding the application of Schengen regulations and the experience of transformation into Schengen system. The participants also discussed discrepancies regarding

application of criminal code when it comes to human trafficking and future prospects of cooperation within the EU. In CEPOL, the group was offered an introduction of CEPOL structures and activities, and how one could take part in training programmes. After all these meetings, the Montenegrin colleagues were invited to a farewell dinner.

Feedback:

The overall evaluation of the visit was very good. The participants found the overarching topics like coordination, planning and strategy development procedures very interesting as well as experience related to implementation of EU policies and EU-funded initiatives. Nonetheless, the sectorial presentations were useful mainly for those persons who were in charge of the given topic. For this reason, it might be better to have stronger sectorial scope of the study visit but it has to be added that in case of Montenegro a broader topic was provided because there is a smaller administration which is dealing with the Euro-Atlantic integration process, and the organizers of the study trip wanted to make sure that there would be enough applicants for the study visit.

Bratislava, 26 – 30 November 2018

Participants: **Slavica Braunović**, Senior advisor, Directorate for Environment, **Maja Raičević**, Senior advisor, Directorate for Environment, **Jelena Radević**, Advisor Directorate for Environment, **Ivan Stanišić**, Senior advisor Directorate for Waste Management and Communal Services, **Anja Jovanović**, Advisor Directorate for Waste Management and Communal Services. All participants represented the Ministry for Sustainable Development and Tourism of Montenegro.

The main topic of the study visit of five Montenegrin experts to Slovakia were challenges stemming from the implementation of the Montenegro's EU negotiating Chapter 27: **Environment**. The programme of the CSMP Study Trip to Slovakia developed by Globsec was a good mixture of official meetings with Slovak officials and experts and practical field trips focused on the main topics identified by the Montenegrin part.

In the time of the study visit Montenegro had not opened the Chapter 27 yet, it was opened on December 10, 2018. Montenegrin counter-parts identified the Chapter 27 as one of the most challenging and within that topic they highlighted two sub-topics: environment protection and waste management as the most problematic, where Montenegro (further just MNE) needs to adopt significant amount of new legislation yet it lacks needed expertise and human resources to handle the challenge.

The agenda of the Study visit started in the office of the main implementer of the CSMP the Slovak Foreign Policy Association (SFPA) with introduction to the agenda and about the project in general. After that the delegation moved to OLO Waste Management company (responsible for waste removal from Bratislava) and followed the excursion to their incineration plant. The delegation got detailed information about the waste collection, disposal and recycling in Bratislava and about technical processes in and ecological measures taken by the incineration plant. Montenegrin guests were very interested in the facility as there is no incineration plant in their country at all and all waste is just being landfilled, which is very problematic burden for the environment. After that the delegation moved to Devín, where they met with representatives of Regional Directorate of the State Protection of Nature of the Slovak Republic, with whom they discussed levels of nature protection in Slovakia and state bodies and their responsibilities sharing. The Montenegrin guests were especially interested in categorisation and prevention of alien invasive species (both botanical as well as animal). Montenegro is currently preparing legislation on this topic and they were asking about experts and expertise in this field Slovakia possess. They were also interested on how the customs officers handle the confiscated animals from smugglers/poachers. Especially what is the mechanism for taking care about them and protecting them. After the discussion the whole group visited the Devín Protected Natural Area, where Slovak experts showed them some of the protected plants and spoke about protection of Podunajska area. The delegation also visited the Devín Castle.

On the second day the delegation started with meeting in the National Council of the Slovak Republic meeting with **Martin Klus**, Deputy Chairman of the European Affairs Committee. He explained the role of the EU Affairs committee in the Slovak legislature process and its importance due to the significant volume of legislation that stems from the EU. He also spoke about Slovakia's way to the EU and with Montenegrin guests they discussed the importance of the Chapter 27 on environment. As one of the most important chapters it usually requires huge amount of regulations to be adopted and implemented and the implementation is very expensive, however candidates already have access to some pre-accession funds, that can help them along the way. After that the delegation moved to the International Visegrad Fund and met with **Andor F. Dávid**, Executive Director and his team. Mr. Dávid introduced to the Montenegrin guests goals and the functioning of the Fund and explained different programmes and opportunities for experts and civil servants also from the Western Balkans and the Eastern neighbourhood countries. He also mentioned the Western Balkan Fund, modelled after the IVF, that is working in the region and supporting projects there. Then the delegation moved to the **Institute of Circular Economy (INCIEN)** where they met its director **Ivana Maleš**, who spoke about the recycling, waste reduction and effective sustainability in everyday life as well as at the level of cities/municipalities. She also informed about activities and trainings that INCIEN is organizing for cities and municipalities as well as schools. The day has ended with the sight-seeing of Bratislava.

On the third day the delegation met in premises of SlovakAid with **Ján Pšenica**, Director of the Department for the Western Balkans and Turkey, Ministry of Foreign and European Affairs of the Slovak Republic and **Veronika Basta**, Project Manager of the CETIR (*Centre for Experience Transfer from Integration and Reforms*) Programme of the SlovakAid. Ms. Basta introduced the work

of CETIR and explained programmes that are open for experts from EU candidate and partner countries- either for individual experts or groups. Director Pšenica spoke about relations of Slovakia and Montenegro and the Slovak path to the EU, mentioning also bumps and problems along the way. After that the delegation moved to the National Council of the Slovak Republic once again, where they attended parliamentary conference on Protection of Forests in Slovakia organized by “Lesy SR”. The conference featured representatives of “Lesy SR” as well as members of the parliamentary Committee for Agriculture and environment protection. The Montenegrin participants were especially interested in how Slovakia is fighting against pests and what are the levels of forest protection in Slovak national parks. Following the conference, the delegation moved to the Committee for agriculture and environment protection, where they met with its members **Anna Zemanová** and **Radoslav Pavelka** they both deal with the environment protection and they explained the Montenegrin guests the legislative process as well as main challenges in the area of environment protection in Slovakia. The Montenegrin delegation was especially interested in industrial pollution and so-called “black-spots” i.e. locations with hazardous waste or dangerous residua of past industrial activities. The meeting was also attended by **Lubomír Fajták**, former Director of the Parliamentary Institute, who used to work for 20 years as a lawyer in the forestry industry. During his tenure as the Director of the Parliamentary Institute he was helping establishing the Parliamentary institute in Montenegro. Last point of the programme of the third day was meeting with representatives and ecological activists affiliated with EkoPolis Foundation – they explained the work of the foundation, as well as projects it is supporting especially in the area of environment protection and environment awareness. Montenegrin guests were interested in their work with children and youth in raising awareness for environment protection and environment awareness.

The fourth day of the Study visit was dedicated to the meetings at the Ministry of environment of the Slovak Republic. From the point of view of the Montenegrin participants this was the most important part of the agenda. The work was divided into three blocks: 1. Nature protection, 2. Waste management, 3. Industrial pollution and Slovak experts rotated in the meeting room and were briefing Montenegrin guests on various topics. Montenegrin experts in turn were asking practical questions from their own field of expertise. Following topics were discussed: Ecosystem of National Parks, Natura 2000 Network sites in Slovakia (standards, evaluation and control), non-indigenous and alien invasive species, handling and protection of confiscated animal species (by Police or Customs officers), national registry of pollution and the European registry of pollution. Altogether 11 Slovak experts from the Ministry met with Montenegrin guests and discussed with them above-mentioned topics. Contacts have been exchanged and the communication established for potential further cooperation. The Slovak side was open for assistance with some samples of legislature, that we are using in some of the above-mentioned areas. After that the Montenegrin delegation visited GLOBSEC, where they met with representatives of the GLOBSEC Policy Institute (GPI), where they met **Ján Cingel**, head of the European Neighborhood Programme

The fifth and the last day of the Study trip saw the recapitulation and evaluation of the study trip by the participants and finalizing the administrative issues.

Feedback:

The Montenegrin participants were very pleased with the Agenda, appreciated high level of counterparts from state institutions whom they met in Slovakia. They were also very pleased by the reception by all of the Slovak officials and experts – they confirmed that relations between Montenegro and Slovakia are really very good.

It was stressed on number of occasions – Montenegro needs experts, therefore they appreciated possibilities to the exchange experts. They would be also interested in Slovak experts coming to Montenegro and helping them there with consultations on various legislature that MNE needs to adopt before being able to join the EU.

In the area of Nature protection Montenegro seeks assistance in these fields:

- establishment of ecological networks
- appropriate assessment
- determination of public interest
- ecosystem services in national parks
- treatment and holding with temporarily confiscated protected wild animal species
- invasive alien species

In the area of the Waste Management:

- Hazardous Waste Management
- Management of non-hazardous waste, municipal waste, reaching the level of recycling of EU obligations
- extended producer responsibility – EPR
- The management of sewage sludge from the waste water treatment plant

In the area of the Industrial Pollution:

- E-PRTR - the establishment of a European Pollutant Release and Transfer Register

Prague, 2 – 9 February 2019

Participants: **Aida Salagić Ceković**, Head of Department of the General Directorate for Multilateral and Regional Trade Cooperation and Economic Foreign Relations, Ministry of Economy, Montenegro; **Nada Pejović**, Advisor to Chief Negotiator at the European Integration Office, Prime Minister's Office, Montenegro; **Sonja Radonjić**, Head of Department of Human Resources and

Personnel Administration, Ministry of the Interior, Montenegro; **Maja Raičević**, Independent Advisor at the Directorate for Environment, Ministry of Sustainable Development and Tourism, Montenegro; **Maja Vasiljević**, 3rd Secretary at the Directorate General for Consular Affairs, Ministry of Foreign Affairs, Montenegro

The study trip for a delegation of Montenegro under Civil Servants Mobility Programme was organized in Prague by EUROPEUM Institute for European Policy. The main focus of the programme was sharing the experience gained by the Czech Republic during its accession process to the EU and implications of the lessons learned to the actual accession process of Montenegro. Also, due to a wide reach of expertise of the participants chosen for this study trip, the programme was adjusted and the meetings focused on many various topics and aspects connected not only to the very EU accession process, but also to the post-accession functioning of state's Ministries and various other important institutions. Therefore, even though the emphasis was put namely on Czech democratic reforms and fulfilment of the EU standards in various areas, we also met with experts in other fields, such as justice or academy.

Starting their study trip, the Montenegro delegation met with the representatives of the Czech Ministry of Environment, namely **Michal Pastvinský**, Deputy Director General of the Environmental Policy and International Relations Section, and his colleagues **Markéta Kučerová** from the Department of International Relations, **Denisa Ammerová** and **Lucie Holíková** from the Department of the EU Funds. This meeting was focused on the problems that Czech Republic experienced during its accession, as the demands for the environmental sector were the toughest to meet. The following meeting was with the representatives of the Czech Ministry of Regional Development - **Magdaléna Ovesen**, Head of International Cooperation Unit; **Jana Lick Řehořová**, Referent at the Department of Urban Policy; **David Škorňa**, Director of the Department of Partnership Agreement, Evaluations and Strategy; and **Radek Kobza**, Director of the EU Publicity Department. After a short introduction concerning the work of their ministry, they led an open discussion with the Montenegro representatives, which revolved mainly around the use of the EU funding in regions of the Czech Republic.

The following day, the participants met with **Cyril Svoboda**, former minister at several Czech Ministries, namely the Ministry of Foreign Affairs, Ministry of Interior and Ministry for Regional Development. He pointed out that the Czech accession process was under different circumstances than the current Montenegro one, calling attention towards the fact that the challenges EU is facing nowadays are likely to influence any future enlargement, likely postponing it a little. This discussion was followed by a meeting with **Vladimír Špidla**, former Prime Minister of the Czech Republic and former European Commissioner. Mr. Špidla summed up that Montenegro should give a special attention to an independent control, independent judiciary and non-discrimination, in order to be successful with their accession process. The Montenegro delegation was also interested in discussing the advantages and a potential applicability of the V4 model to the Western Balkans region.

During the third working day of this study trip, the delegation met with the former Chief Negotiator for the accession of the Czech Republic to the European Union, **Pavel Telička**, who is currently also the Vice-President of the European Parliament. He confirmed that the EU is not currently primarily focused on the future of enlargement due to several other challenges it is facing, while underlining that the future of Western Balkans including Montenegro is definitely in the EU. He suggested Montenegro to show its ambition, drive and honesty during the negotiations. Also, other issues such as Brexit, migration, or Czech experience as a member of NATO and EU were discussed. Afterwards, the delegation met with **Helena Langšádlová**, member of the Committee on European Affairs at the Parliament of the Czech Republic, to discuss the role of parliament in the accession process, as well as the current political situation in the country. Mrs. Langšádlová also stressed the importance of an economic condition of a country for its accession process. The following meeting which took place was planned with **Adam Bašný**, Deputy Chief Public Prosecutor from the Chief Public Prosecutor's Office Prague. He explained the group the changes in the types of criminality which the Czech Republic experienced after becoming an EU member state. The delegation was also curious about the ways to deal with cyber criminality, corruption or confiscation.

On Thursday, a meeting at the Ministry of Industry and Trade was organized with **Jitka Savin**, Deputy Director at the Department of European Affairs and Internal Market, and Director of the European Affairs Section, and with her colleague **Tomáš Juhás**. The meeting covered and introduction to the working system and hierarchy of the Ministry, as well as an explanation of how the process of implementation of the EU legislation works in real life. They also answered various questions asked by the Montenegro delegation concerning the work of specialized agencies of the Ministry, free trade agreements, or communication strategy. The programme of this study trip continued by a meeting with representatives of the Ministry of Foreign Affairs of the Czech Republic (MFA), namely **Martin Košatka** and **Petr Šmejkal** from the South and Southeast Europe Department of Ministry's European Section; and **Michal Strouhal**, Deputy Director at the EU General Affairs Department. During this meeting, the focus was made on the role of MFA during accession and nowadays, but the delegation also had an opportunity to ask about Czech perception of the economic citizenship, V4 cooperation, migration crisis and the future of enlargement.

This was followed by a meeting with **Štěpán Černý**, Director of the European Policies Coordination Department at the Government Office. He explained the processes preceding a formation of a common Czech position, as well as responded to the delegation's questions about Brexit and the ways the Czech Republic prepares for its alternatives, or the areas where the cooperation of Montenegro and Czech Republic can improve. The programme of this study trip was concluded by a meeting with **Ivo Šlosarčík**, Director of European Integration Studies Program at the Faculty of Social Sciences, Charles University. Mr. Šlosarčík outlined in detail the development of Czech state institutions' structure and their cooperation in the matter of EU negotiation process. The discussion during this meeting then focused on the future of the EU, expected post-Brexit developments, dangers of populism and nationalism across the EU, and other topics.

Feedback:

Overall, the program of this study trip and the meetings received a very positive feedback from the Montenegro delegation. Each of the visitors was satisfied for getting to know their counterparts in the Czech Republic, allowing them to build a base for a future cooperation among these countries. The group appreciated the open discussions and was actively asking the Czech representatives and experts their opinions on the (Montenegro) EU accession process during the meetings. Each participant gave the program and its organization an excellent feedback, rating it with 5/5 points. This included the accommodation facility, as well as the accompanying free-time program.