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## **Coordination of European Affairs and its Role in the Transition to a Modern Public Administration**

Prepared by R. Hykawy, STE of the A4U EU Project. It reflects views of the STE only and not the official position of the Project, let alone the EUD.

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# ***Coordination of European Affairs and its Role in the Transition to a Modern Public Administration***

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Kyiv***

***30 November 2017***



## **European affairs coordination and its role in the transition to modern public administration**

Kyiv  
30 December, 2017



- European policy is much more than only adjusting the legal system to the European *acquis*
- AA/DCFTA-implementation process has an unprecedented impact on all the spheres of Ukrainian economy, society and private life of the citizens
- It has to be coherent, planned and regularly monitored within a complex, institutionalized and constant process



- Aim of the coordination system is to elaborate best possible solutions for the country and to reconcile the various, at first sight often incompatible positions and interests of all the ministries/stakeholders and to involve them into the process.
- The task can only be performed by a professional and modern public administration – civil servants committed to the European goal and effective institutional structures.
- „Europeanization” of the LM as „side effect” of the requirements of the coordination process.

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- The better you do this job, the better you communicate your successes, the better it will be perceived in the society, the more difficult it will be for the future governments to turn back the current reforms
- In Poland (and other “new member” states) the time of the accession negotiations was the momentum when politicians and society realized that a professional civil service and modern administration is needed



### **Coordination is needed to:**

- a) make ministries work together according to timetables agreed with European partners
- b) to introduce a new working and managerial culture
- c) to speed up, if necessary the association process
- d) to assess whether things remain on track and to adjust action where they aren't
- e) to set common priorities in areas where horizontal approach is necessary



- A coherent and efficient governmental coordination system as crucial factor of success and vital necessity not only of association countries but also of every EU member states
- European Affairs coordination is usually based on a model that attributes a crucial role to high level inter-ministerial coordination bodies, to the PM and to a supporting coordination body
- Poland, France, Germany





Two essential pillars of coordination systems, determining efficiency, are:

- **the formal legal position** of coordination bodies and coordination procedures within the hierarchy of institutions and legal acts in the governmental administration
- **informal factors** (i.e. relation with the PM and/or its closest collaborators that may be used to influence in the expected way the behaviour/positions of ministers/line ministries).



- Responsibility and competences of an AA-coordination system have to be defined in a coherent, transparent and exhaustive manner between its main actors
- Chain of command has to be described as precisely as possible
- (Poland: two laws separately determine how the government internally coordinates EI-affairs and the cooperation with parliament in this respect)

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- Coordination responsible bodies should enjoy among the public administration the necessary position and reputation as the most important leaders and key player in the European process.
- This is crucial for eliminating the „bypassing habits, culture” that is common for „old” administrations.

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## Challenges

- Reform(s) of the coordination mechanisms and procedures should be coherent with the PAR objectives and already introduced reforms.
- Tasks of the newly created DGs should be reflected in a strong institutional capacity. Without it coordination will remain focused on the operational coordination and current policy agenda to the detriment of its strategic dimension.



- Existence of two parallel administrative realities and working cultures may determine existing workflows and put them into a wide range of possible conflicts
- Representatives of the reformed and non-reformed ministries may represent different experiences regarding AA/DCFTA-implementation, technical and horizontal matters but also different decisional powers
- Temporary side effects of the reforms will not be unusual taking into account the dimension of the structural undertaking and the scope of expected changes

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## Recommendations

- Channelling and streamlining key and strategic coordination mechanisms and responsible institutions into one compact coordination framework
- Developing conceptual works on the empowerment of a legally independent, autonomous institutional coordination entity, with a strong position within the administration correlated with the institutional reinforcement of the coordination and decision making responsible body (GC)

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