

Broadening horizons for successful reforms

A regional project is helping partners in six countries to implement administration reforms successfully



The challenge: major tasks facing governments

In May 2009, the European Union (EU) launched the Eastern Partnership with Ukraine, Armenia, Azerbaijan, Belarus, Georgia and Moldova, an initiative designed to strengthen its ties with these six countries. Ukraine, Georgia and Moldova are regarded as pioneers in the ongoing process of rapprochement, having signed bilateral Association Agreements with the EU in 2014. 2017 saw the conclusion of a Comprehensive and Enhanced Partnership Agreement between Armenia and the EU, which is also currently in negotiations with Azerbaijan over a bilateral partnership agreement. A dialogue is also under way between the EU and Belarus.

One of the key issues being tackled by the Eastern Partnership is public administration reform. The aim is to make administrative structures more transparent, more efficient and more responsive to citizens' needs. To achieve this, the governments require financial, technical and human resources. Not only do the personnel involved need to broaden their expertise, but legal and institutional frameworks have to be expanded too. There are some big tasks ahead for the governments of

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| Project name: | Eastern Partnership Regional Fund for Public Administration Reform |
| Commissioning party: | German Federal Ministry for Economic Cooperation and Development (BMZ) |
| Implementing organisation: | Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH |
| Project area: | Ukraine (UA), Armenia (AM), Azerbaijan (AZ), Belarus (BY), Georgia (GE), Moldova (MD) |
| National partners: | <ul style="list-style-type: none"> • Ministries and agencies for regional development in UA, AM, AZ, BY, GE and MD; • Ministries and agencies for e-governance in UA, AM, AZ, BY and GE; • Parliamentary administrations in UA, AM, AZ, GE and MD; • State Chancellery and Centre for Reforms Implementation in MD |
| Overall term: | November 2016 to October 2020 |
| Contact: | Kristin Hentschel/ kristin.hentschel@giz.de |

the Eastern Partnership countries if they are to arrange these much-needed and highly complex reforms and implement them successfully.

Our approach: strengthening administration reforms

On behalf of the German Government, GIZ is supporting the Eastern Partnership countries in their endeavours to implement reforms. In cooperation with ministries, regional authorities and local government agencies, GIZ is focusing efforts on running pilot projects in individual countries and on promoting transnational dialogue.

With the help of a regional fund, GIZ initiates measures designed to enable partner countries to tackle technical issues together. The project takes into account the individual needs of each country and involves the actors concerned in a targeted way depending on their current level of knowledge, political developments and requirements. Working groups, conferences, study trips and training courses are organised, offering



The working group discussing proposals for digital public administration services

participants the chance to learn both from one another and from the specialists taking part. For example, expert advice is on hand for working groups involved in developing IT-based public administration processes. This has paved the way for online service technology applications that offer people better access to public services or opportunities for digital participation. This access to information and functioning participatory mechanisms is crucial to establishing transparent administration systems that cater to citizens' needs.

As well as promoting transnational cooperation, GIZ is helping individual countries through bilateral consultations. In Moldova, for instance, structural reform is laying the foundation for implementing government reform. Fresh approaches and processes are being initiated here: ministries will be working in line with a new personnel, functional and organisational framework in future, while the allocation of duties and responsibilities is being clarified and the number of ministries, authorities and agencies is being reduced.



Leaders from Georgia, Moldova and Ukraine sharing their experiences of reform



Experts and executives from the Eastern Partnership countries engaging in a regional dialogue



Ihor Malai: “Learning from experience”

Ihor Malai is Head of the Department of Regional Development in the Ministry of Agriculture, Regional Development and Environment of the Republic of Moldova. In October 2017 he met up with his colleagues

from Ukraine and Georgia for the first time to share their experiences of reform as part of the EU approximation process. They are discussing the challenges involved in regional development and are developing new planning and funding mechanisms. They are also trying out practical solutions with the help of local non-governmental organisations.

Malai reports:

“Development planning and local government reform are a political priority in Moldova at the moment. We can learn from experiences in Ukraine and Georgia.”

Published by the:
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Registered offices: Bonn and Eschborn, Germany

GIZ Ukraine
Eastern Partnership Regional Fund for
Public Administration Reform
7, Krutyi Uzviz Street
01004 Kyiv, Ukraine
T +380 44 581 85 89
I www.giz.de/ukraine

Last updated: Kyiv, 03/2018

Design: Oleksandr Gaidai

Photo credits:

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Text: Steffi Noelting

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On behalf of the
German Federal Ministry for Economic Cooperation and Development (BMZ)