

ANNUAL REPORT
OF THE HEAD OF
THE NAUCS
2023

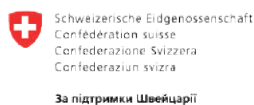
NAUCS

Central executive authority, which ensures the formation and implementation of the state policy in the field of civil service, and the functional management of civil service in government authorities.



Annual report of the Head of the National Agency of Ukraine on Civil Service for 2023 - Kyiv: NAUCS, 2024.-49 p.

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За підтримки Швейцарії



PÄDAGOGISCHE HOCHSCHULE ZÜRICH



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HEAD OF THE NAUCS

Nataliia ALIUSHYNA



2023 was the year of institutional sustainability of Ukraine and its public service. We realized that war is a terrible but not fatal challenge.

Our public servants have already been hardened by the war. We feel pain, but avoid painful shock. We are able to overcome stress and act rationally in the aggressive environment of war...

Today, is it not enough to learn how to survive. To become stronger, the country needs systemic changes. To achieve this, we are transforming the state's administrative apparatus.

Last year, we trained public servants in English, opened a personnel recovery reserve, accompanied landmark laws and resolutions, and implemented our points of the government's remuneration reform...

Together we are creating a new institutional power of the state. Bringing Ukraine closer to Victory, recovery and accession to the European Union.

ACHIEVEMENTS OF THE NAUCS IN 2023



Almost 20 thousand public servants are improving their English language skills within the framework of the joint project of the NAUCS and EF Eng4PublicService;



A reserve of government authorities` staff to work in the de-occupied territories of Ukraine was developed and implemented;



On May 02, the Parliament adopted the Law of Ukraine "On Service in Local Self-Government Bodies". The document defines the principles, legal and organizational framework of public, professional and politically impartial service in local self-government bodies;



The Law of Ukraine "On Amendments to the Law of Ukraine "On Civil Service" regarding the Implementation of Unified Approaches to Remuneration of Civil Servants Based on Position Classification", No. 8222 as of July 28, was adopted as the basis in the first reading;



New professional standards were approved: "Local Self-Government Specialist on Access to Public Information" (Order of the NAUCS No.146-23, as of September 12, 2023) and "Local Self-Government Specialist on Communications" (Order of the NAUCS No.145-23, as of September 12, 2023);



The Human Resource Management Information System (HRMIS) is connected to 762 government authorities and contains information on 40,000 civil servants;



The classification of civil servants positions in the conditions of martial law was carried out;



During the year, the High School developed 129 programs in 32 directions and ensured the training of 22 854 civil servants in all categories of positions.

NAUCS TEAM

Staffing level:

172

Apparatus

55

Territorial
authorities

Actual number
of employees:

129

Apparatus

44

Territorial
authorities



FINANCIAL INDICATORS

The approved amount of funding under the budget programs of the NAUCS in 2023 amounted to UAH 154 342,9 thousand, namely:

Program classification of expenditures and credits 6121010

“Management and functional management in the civil service”

UAH 77 218,9 thousand

Program classification of expenditures and credits 6121020

“Professional training of civil servants and local self-government officials”

UAH 63 384,6 thousand

Program classification of expenditures and credits 6121060

“Adaption of the civil service personnel management system

to EU standards” UAH 13 739,4 thousand

QUANTITATIVE COMPOSITION OF CIVIL SERVANTS

159 904

The actual number of employed civil servants

The number of vacant positions

39 102

4 089

Civil servants located in the temporarily occupied territories or within the combat zone

Civil servants with disabilities

10 877

4 138
including 774 women

Mobilized civil servants and those serving in the Armed Forces of Ukraine's territorial defense forces and volunteer formations of territorial communities

SINCE THE BEGINNING
OF THE AGGRESSION

138 civil servants have been
killed and 263 wounded

SUSTAINABILITY OF THE CIVIL SERVICE

The project “Public Servants: Hardened by the War” tells the stories of public servants who have shown extraordinary resilience. For many Ukrainians, the victory of Ukrainians public servants was a revelation. “Officials” and “bureaucrats” proved to be worthy responsible leaders. Capable of organizing the defense of communities and the functioning of state institutions. And despite the terrible trials, to remain sincere and emotional.



More about the project



Our first guests became **Tetiana Kozyrsk**a, Head of Apparatus of the Kherson Regional State Administration, **Nataliia Dziallo**, Head of the Department of Financial Support of the Kherson Regional State Administration, **Yana Litvinova**, Mayor of Starobilsk, **Kostiantyn Ananchenko**, Head of the Youth and Sports Department of the Kharkiv Regional State Administration, **Andrii Yermolenko**, Head of the Semenivka Military Settlement Administration.



HUMAN RESOURCE MANAGEMENT IN THE CIVIL SERVICE

REGULATORY AND LEGAL SUPPORT



The draft Law of Ukraine “On Amendments to the Law of Ukraine “On Civil Service” to Improve the Procedure for Correlation between the Ranks of Civil Servants and Local Self-Government Officials, Military Ranks, Diplomatic Ranks and other Special Ranks and Enrolling the Time of Work in Certain Positions in Military Administrations in the Civil Service Experience”. Pending consideration by the Verkhovna Rada of Ukraine.



Provided support the draft Law of Ukraine “On Amendments to the Law of Ukraine “On Civil Service” to Improve the Procedure for Entering, Passing and Terminating from Civil Service” in committees and at plenary sessions of the Verkhovna Rada of Ukraine (registered at the Verkhovna Rada of Ukraine under No.6496 as of December 31, 2021). Pending consideration by the Verkhovna Rada of Ukraine.



Amendments to the General Rules of Ethical Conduct for Civil Servants and Local Self-Government Officials (Order of the NAUCS No. 37-23 as of March 13, 2023). Provides for a direct ban on various forms of mobbing (harassment) in the workplace and the need to promote a comfortable psychological atmosphere in the team.



Amendments to the Procedure for Assigning Ranks to Civil Servants (Resolution of the Cabinet of Ministers of Ukraine No.877 as of August 19, 2023). To assign the next rank, the period of work in the civil service position, which was appointed by concluding a contract for the period of quarantine, as well as, the period of work, which was appointed in accordance with part five of Article 10 of the Law of Ukraine "On the Legal Regime of Martial Law" is taken into account.



Amendments to the Standard Requirements for Persons Applying for Civil Service Positions of Category "A" (Resolution of the Cabinet of Ministers of Ukraine No.562 as of June 02, 2023). Ensuring the verification of the culture of zero tolerance to corruption, candidates for civil service positions of category "A" during the competition for civil service positions.



Amendments to the Procedure for Evaluating the Performance of Civil Servants (Resolution of the Cabinet of Ministers of Ukraine No. 949 as of September 05, 2023). Certain provisions of the Procedure have been updated and improved, in particular, the circumstances under which the results of the performance of tasks by a civil servant are not determined have been clarified and supplemented.



Five draft resolutions of the Cabinet of Ministers of Ukraine on performance evaluation of civil servants holding civil service positions of category "A", whose appointment and dismissal is carried out by the Cabinet of Ministers of Ukraine.

Based on the results of summarizing the evaluation materials, a provision was prepared to approve the conclusions, which included the results of the performance evaluation of 133 civil servants.



Methodological recommendations on creating a barrier-free workplace in government authorities were developed

(Order of the NAUCS No.51-23 as of March 31, 2023).

The document was developed to provide methodological assistance in creating an unhindered environment, ensuring equal opportunities for employees to properly perform their tasks and responsibilities, professional and personal development, and career growth.



A number of methodological recommendations have been updated:

- certain issues of preparation of job descriptions for civil servants of categories "B" and "C" (Order of the NAUCS No.41-23 as of March 22, 2023);
- determination of tasks and key performance indicators, efficiency and quality of service of civil servants holding civil service positions of category "A", and their review (Order of the NAUCS No.181-23 as of November 17, 2023);
- determination of tasks and key performance indicators, efficiency and quality of service of civil servants holding civil service positions of categories "B" and "C", monitoring of their implementation and review (Order of the NAUCS No.186-23 as of November 17, 2023);
- determination of the results of the performance of tasks by civil servants holding civil service positions of category "A" and approval of the conclusion (Order of the NAUCS No. 155-23 as of September 28, 2023);
- determination of the results of the performance of tasks by civil servants holding civil service positions of categories "B" and "C", and approval of the conclusion (Order of the NAUCS No.156-23 as of September 28, 2023).

Advisory and methodological support was organized:

- information session on the development of job descriptions for civil servants of categories "B" and "C";
- information session within the framework of the training program "Determination of the results of the evaluation of civil servants' performance: an algorithm of actions";
- online-sessions "Determination of the results evaluation of civil servants' performance: an algorithm of actions" and "Determination of tasks and key indicators for civil servants of categories "B" and "C".

Prepared to support HR services:

- answers to the most frequently asked questions on the development of jobs descriptions for civil servants of categories "A" and "B";
- answers to the questions on determining the results of the tasks performed by civil servants in 2023;
- answers to questions on the definition of tasks and key performance indicators, efficiency and quality of service of civil servants holding civil service positions of category "B" and "C" in 2024.



STRENGTHENING THE CAPACITY OF HR



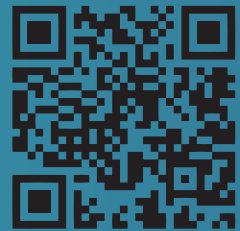
A survey was conducted among employees of human resources management services of government authorities on the needs for methodological assistance in the field of human resources management;



A survey was conducted on the use of flexible working hours in the civil service by men and women;



Training was organized under the general professional (certificate) training program "Systematic Approach to Personnel Management in the Public Service";



HR-workshop

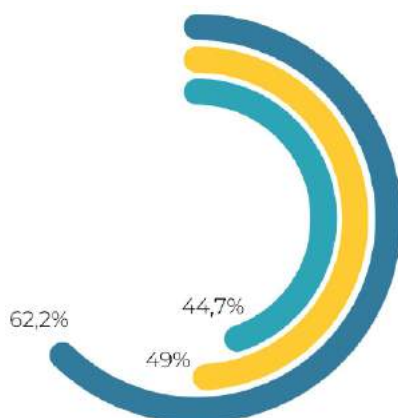




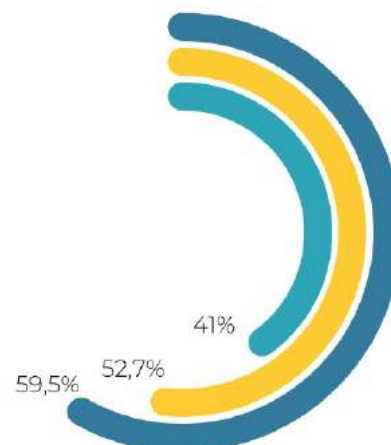
- A “Dialogue on Barrier-Free Environment between Public Service and Business” was organized between public service HR-specialists and business representatives to share experiences in creating a comfortable inclusive work environment;
- The All-Ukrainian survey “Public Service in Ukraine: Your Point of View” was conducted for the fourth time. A total of 43,862 public servants took part in the survey, including 39,557 civil servants. An analytical report was prepared.

Values 2023

For civil servants



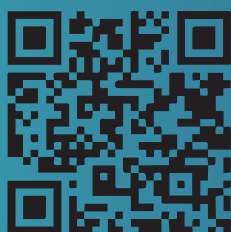
For local self-government officials



INTEGRITY

RESPONSIBILITY

PROFESSIONALISM



More about the report

- The roundtable discussion “Transformation of the Culture of Public Service” and “Promotional Day in Public Service” were organized.
- Within the framework of the Richelieu Public Service Forum, a Forum on Integrity for civil servants and local self-government officials was held with the support of the USAID SACCI project.
- Two meetings of the Human Resource Management Council of the NAUCS were held. The issues of launching the All-Ukrainian Mental Health Program; integration of female and male veterans; counteracting mobbing, bullying and harassment in the workplace; and attracting young people to public service were discussed.
- The All-Ukrainian competition “Best Human Resources Management Practices” was held. 12 HR services received awards.



Results of the competition



Best practices



Нові серіали для публічних службовців

The NAUCS, in cooperation with partners, has developed and launched **EDUCATIONAL SERIES FOR PUBLIC SERVANTS**, namely:

- **“Crisis Communications”** – a 10-part course that teaches effective communication in a crisis, as well as how to take care of yourself and your loved ones.



More about the course

- **“Crisis Communications in Human Resources Management”** – a 6-part course for HR professionals teaches how to build high-quality internal communications in times of crisis.



More about the course

- **“International Humanitarian Law and Ensuring International Human Rights Standards in Time of War”** – a 19-series course for active citizens, lawyers and public servants.



More about the course

SERVICE IN LOCAL SELF-GOVERNMENT BODIES



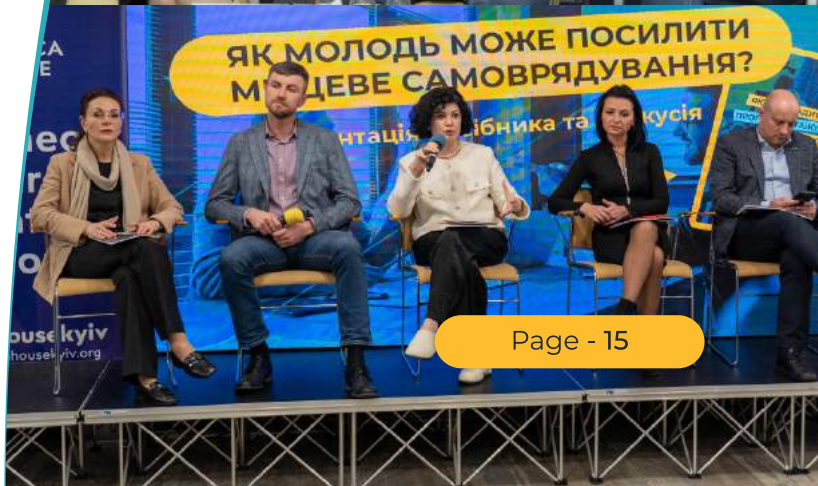
Support for the Law of Ukraine “On Service in Local Self-Government Bodies”, registered with the Verkhovna Rada of Ukraine under No.6504 as of January 05, 2022. The goal is to establish the legal and organizational framework for professional and politically impartial service in local self-government bodies, to clarify the classification of positions in local self-government bodies, and bring them in line with the requirements of budget legislation and the new system of administrative and territorial structure. On May 02, the Law was adopted.



The professional standard “Local Self-Government Specialist on Access to Public Administration” (Order of the NAUCS No.146-23 as of September 12, 2023). The document aims to standardize and define professional requirements for local self-government officials dealing with access to public information, a list of professional competencies and learning outcomes.



The professional standard “Local Self-Government Communication Specialist” (Order of the NAUCS No. 145-23 as of September 12, 2023). The goal is to standardize and define professional requirements for local self-government officials dealing with communications, a list of professional competencies and learning outcomes.



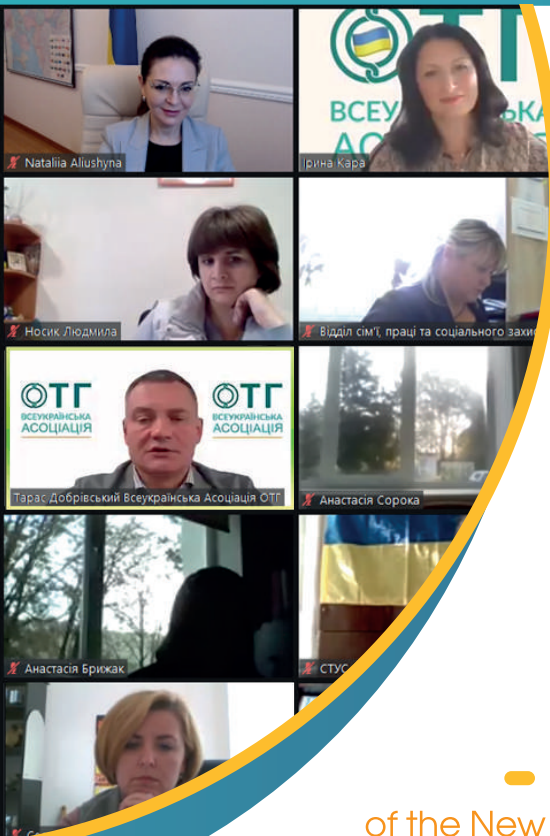
METHODOLOGICAL SUPPORT



Methodological recommendations on the formation of barrier-free workplaces in local self-government bodies have been developed (Order of the NAUCS No.53-23 as of April 04, 2023).



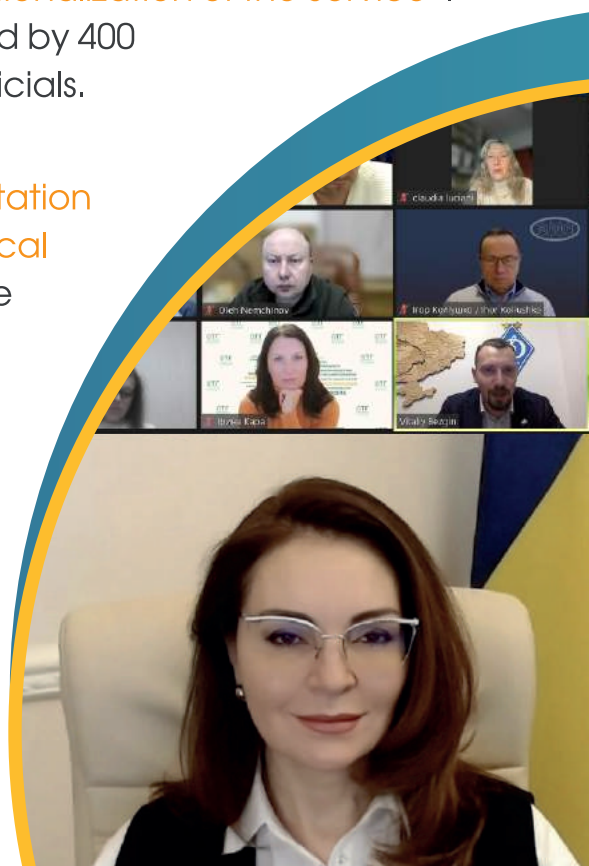
A survey of local self-government officials involved in human resources management was conducted to determine the needs for methodological assistance in the field of human resources management.



INFORMATION AND AWARENESS RAISING ACTIVITIES:

- Jointly with the All-Ukrainian Association of Amalgamated Territorial Communities, an awareness-raising event was organized on “Legislative Changes to the Service in Local Self-Government Bodies and Organizational Principles for Ensuring the Professionalization of the Service”. The event was attended by 400 local self-government officials.

- A round table: “Implementation of the New Legislation on Service in Local Self-Government Bodies” together with the Committee on Organization of State Power, Local Self-Governance, Regional Development and Urban Planning in cooperation with the Council of Europe Program “Strengthening Good Democratic Governance and Resilience in Ukraine” was held.

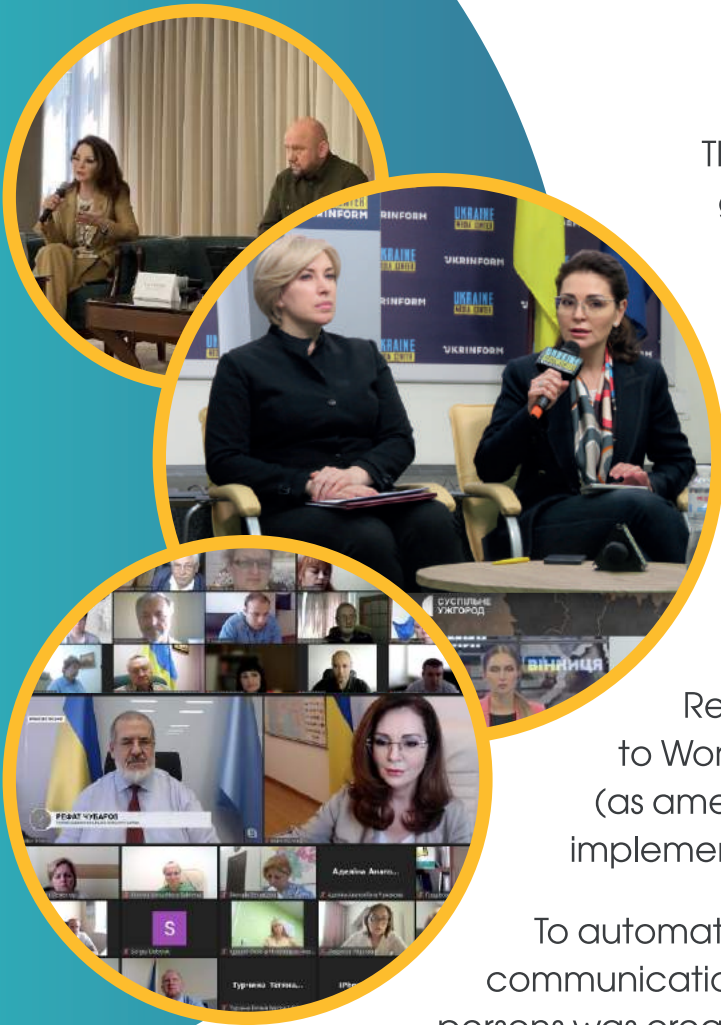


RECOVERY RESERVE

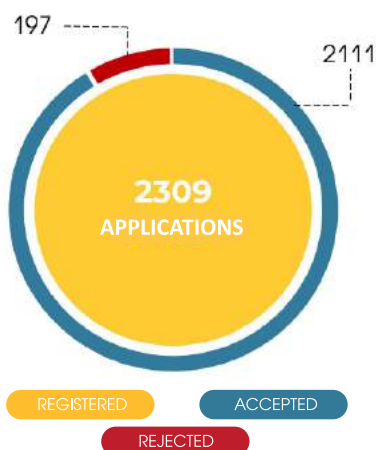
The creation of a reserve of employees of government authorities to work in the de-occupied territories of Ukraine, including employees of the educational and medical sector, is a pilot project of the NAUCS jointly with the Ministry of Reintegration of the Temporarily Occupied Territories of Ukraine and the State Employment Service.

Resolution of the Cabinet of Ministers of Ukraine No.524 as of May 23, 2023 "On the Implementation of a Pilot Project to Create a Reserve of Employees of Government Authorities to Work in the De-Occupied Territories of Ukraine" (as amended) approved the Procedure for its implementation.

To automate and digitize the reserve, an information and communication system containing information on enrolled persons was created. At the request of the government authorities, **145 candidates were selected and submitted**.

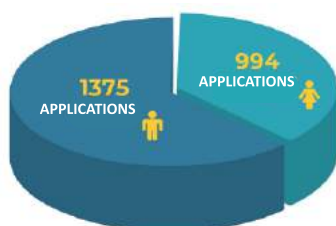


As of 01.01.2024



Those who expressed a desire to join the reserve:

- civil servants;
- local self-government officials;
- military personnel;
- members of city and village councils;
- journalists;
- civic activists;
- volunteers.



The average age of candidates is 32 to 48 years.



Read more



CIVIL SERVANTS REMUNERATION REFORM

The NAUCS is ensured organization and legal regulation for the introduction of remuneration based on position classification.



Ensured support in the Parliament of the draft law “On Amendments to the Law of Ukraine “On Civil Service” on introduction of unified approaches to remuneration of civil servants based on position classification” (Reg. No. 8222).



Nine opinions were received from parliamentary committees and the Main Scientific and Expert Department of the Verkhovna Rada of Ukraine. Participation in committee meetings was ensured and draft law No.8222 was submitted.



On February 13, jointly with the profile Committee, a roundtable discussion was held on the topic “Civil Service Remuneration Reform as a Component of Ukraine’s European Integration”. Discussed the status of the reform, the Law No.8222 and the roadmap for 2023-2024.



On June 14, jointly with the specialized Committee a “Discussion of the Positions of SIGMA and Key Ukrainian Stakeholders Regarding the Implementation of Uniform Approaches to the Remuneration of Civil Servants through the Prism of Draft Law No.8222” was held.



On July 28, a draft law No.8222 was accepted as a basis with an extension of the preparation period. During September-November, the working group prepared the document for the second reading. 125 amendments were discussed with the participation of the Chairman and other representatives of the NAUCS – members of the working group. In addition, proposals were developed for the final transitional provisions of the draft law No.8222, which were handed over to the working group.



The Catalog of typical civil service positions and the criteria for assignment to such positions has been updated. On January 12, the NAUCS sent the Catalog to government authorities for providing clarifications and proposals. An Algorithm for the classification of civil service positions under martial law has been developed.



In pursuant of the decision of the Government, the NAUCS has developed a draft resolution of the CMU "On Preparation for the Introduction of the Conditions of Remuneration of Civil Servants based on the Positions Classification in 2024", which was adopted by the Government on October 23 under No.1109. The Catalog and Algorithm were approved.



Resolution of the CMU as of July 18, 2023 No.734 "On the Implementation of an Experimental Project on the Implementation of Unified Approaches to the Formation of the Salary Fund of Civil Servants in the Government Authority" has been drafted and supported for its adoption.



The classification of civil service positions was started in October. The NAUCS provides constant advisory and methodological support, verifies and approves classification results.



The NAUCS has developed and submitted to the CMU the draft resolution "Issues of Remuneration of Civil Servants based on the Positions Classification in 2024" with the salary scheme in the version determined by the decision of the specialized government committee. Resolution No.1409 was adopted on December 29, 2023.



RESEARCH AND ANALYTICS

- Monitoring of the remuneration of civil servants for 2022 was carried out. The statistical report is published on the website of the NAUCS.
- A study on the number of unused vacation days of employees of government authorities and compensation amounts was conducted in pursuant of the decision of the temporary working group of the Interdepartmental Working Group on Reforming the System of Remuneration of Civil Servants of the NAUCS. A report has been submitted to the Government and ministries for consideration.
- An experimental project on introducing unified approaches to the formation of the salary fund of civil servants was implemented. (Government Resolution No.734 as of July 18, 2023). The report is published on the website of the NAUCS.
- A mechanism and a legal basis have been developed for increasing the level of remuneration of employees of government authorities whose workplaces are located in the territory of active or possible hostilities. The draft act has been submitted to the CMU and the authorized ministry for introduction. The proposals of the NAUCS are taken into account in the resolution adopted by the Government as of April 25, 2023 No.391.
- A webinar “Classification of Positions under Martial Law” has been organized. A practical manual “Step-by-step Algorithm for the Classification of Civil Service Positions under Martial Law” has been developed.
- A study on the organization of work and remuneration of civil servants under martial law was conducted. The report is published on the website of the NAUCS.



Read more



PROFESSIONAL TRAINING



The Strategy for the development of the system of professional training of civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials and local council deputies until 2027 has been developed.



More about the Strategy



Three acts of CMU and 36 orders of the NAUCS were developed and adopted, in particular:

- legal basis for financing the activities of the High School of Public Governance from the state budget was ensured (Resolution of the CMU as of February 24, 2023 No.165), its founding document was updated (the NAUCS orders as of January 31, 2023 No.8-23, as of March 29, 2023 No.44-23 regarding amendments to the Regulation);
- Procedure for admission to study under the educational and professional program of master's training in the specialty "Public Management and Administration" in the field of knowledge "Public Management and Administration" was updated (Resolution of CMU No. 492 as of May 16, 2023);
- Action Plan for the development of the system of professional training of civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials and local council deputies until 2027 was approved (Decree of CMU as of December 27, 2023 No. 1206);



- Procedure for recognition of documents and training results under advanced training programs, as well as participation in experience exchange events, the Procedure for awarding ECTS credits based on the results of professional training were updated (orders of the NAUCS as of April 28, 2023 No.64-23, as of May 19, 2023 No.74-23);
- Procedure for approval with the NAUCS the appointment or dismissal from the position of director of regional center of advanced training was improved (order of the NAUCS No.104-23 as of July 28, 2023, No.125-23 as of August 16, 2023);
- Regulation on the competition “Best practices for implementing educational innovations in the system of professional training of civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials and local council deputies” has been updated (order of the NAUCS as of August 4, 2023 No.112-23, as of August 16, 2023 No.124-23);
- Five typical general training programs on the most urgent issues of public administration were developed and offered to providers (orders of the NAUCS as of September 29, 2023 No.159-23, as of September 18, 2023 No.149-23, as of September 01, 2023 No.139-23, as of June 09, 2023 No.81-23, as of March 29, 2023 No.45-23).





Five analytical reports on the development of the system of professional training of civil servants and local self-government officials have been prepared. In particular:

- results of determining the general needs for professional training of civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials and local council deputies for 2024-2026;
- generalization of individual needs for professional training of civil servants for 2023;
- results of activities of post-graduate education institutions, which carried out advanced training of civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials and local council deputies in 2022;
- organizations of professional training of civil servants in 2022 (study was carried out according to the SIGMA methodology);
- on determining the needs for advanced training of local self-government officials and local council deputies.





The functioning of the Knowledge Management Portal is ensured. 127 365 users, 132 educational institutions, 24 ITA projects/programs and other non-governmental organizations are registered. There are 1731 advanced training programs, 68 master's education programs.



The competition "Best practices for the implementation of educational innovations in the system of professional training of civil servants, heads of local government administrations, their first deputies and deputies, local self-government officials and local council deputies" was organized.



Results of the competition



The activity of the expert advisory council on the approval of advanced training programs of civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials and local council deputies has been ensured. 13 meetings were held, 582 training programs were approved, 13 orders of the NAUCS were adopted on the approval of training programs.



The lists of priority directions for advanced training of civil servants, heads of local state (military) administrations, their first deputies and deputies, local self-government officials, deputies of local councils under general professional (certificate) and/or short-term programs in 2024 were approved (order of the NAUCS as of August 23, 2023 No.133-23).



The functioning of the Coordinating Council on Advanced Training of Civil Servants, Heads of Local State Administrations, their First Deputies and Deputies, Local Self-Government Officials was ensured. Two meetings were held.



Training of civil servants on the Natolin4Capacity Building educational platform has been provided through 16 online courses on various aspects of the functioning of the EU. Registration for training in online courses is carried out through the user personal account of the Knowledge Management Portal. 5425 public servants studied and are studying for free on the educational platform. 3460 public servants received certificates. 442 civil servants studied in English.

EXECUTION OF THE STATE ORDER FOR PROFESSIONAL TRAINING



The capabilities of the functional module “State order” on the Knowledge Management Portal in the field of professional training, implemented in 2022, have been expanded: mechanism for submitting and processing competitive information and documentation submitted by participants in the selection of executors of the state order of the NAUCS for professional training of public servants has been improved.



Some basic documents (certificate on the activity of the educational institution and indicators of economic efficiency) have been translated into online form. A package of documents for the approval of persons recommended for enrollment in the training of higher education seekers for the master’s degree has been digitized.



According to the results of the automated competitive selection by the performers of the state order, the NAUCS has been determined the following:

- 29 institutions of higher education for the training of 650 students of higher education with a master's degree in the specialty “Public management and administration” in the field of knowledge “Public management and administration”.
- 25 educational institutions for advanced training of 16293 civil servants and local self-government officials.

IMPROVEMENT OF QUALIFICATIONS OF PUBLIC SERVANTS ON THE STATE ORDER OF NAUCS



According to the state order, the NAUCS upgraded the qualifications of **39 147 civil servants**, heads of local state administrations, their first deputies and deputies, local self-government officials. Among them: **30 266 (77,3%) are women** and **8 881 (22,7%) are men**.

- **16 293 persons** advanced their qualifications in educational institutions determined by competitive selection (41.6% of the total number);
- **22 854** – at the High School of Public Governance.



According to the results of the monitoring of the educational process, the qualification was increased:

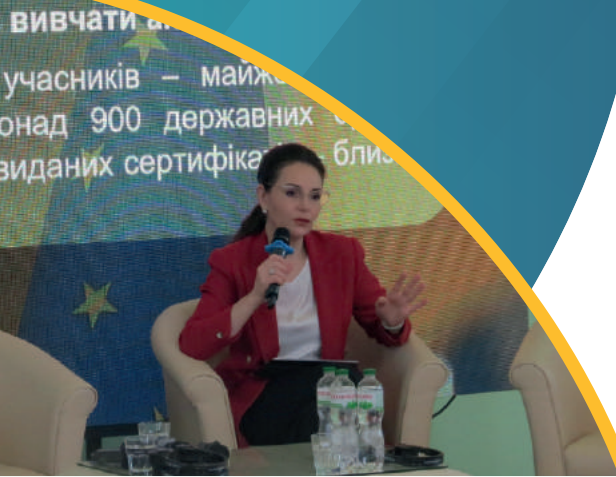
- **299 civil servants** holding **category “A”** positions;
- **11 633 civil servants** holding **category “B”** positions;
- **25 273 civil servants** holding **category “C”** positions;
- **1 810 local self-government officials**;
- **132 heads of local state administrations, their first deputies and deputies**.



Improvement of the qualifications of civil servants, local self-government officials, heads of local state administrations, their first deputies and deputies was carried out in **41 directions**.



More details



МОВИТИ IN ENGLISH

Посилюємо спроможність державних службовців у володінні англійською мовою



- The implementation by the NAUCS of the project on free English language training in cooperation with the educational organization EF Language Learning Solutions on the platform of the EF English Live online school continues. At present, **more than 19000 civil servants** have been trained (17153 civil servants, 1984 local self-government officials, 18 heads of local state administrations, their first deputies and deputies representing 926 government authorities and local self-government bodies). About **11000 certificates** of professional development have been issued.
- In August 2023, the mobile application of the EF multimedia online platform was launched.
- Among the advantages of the project: round-the-clock access from various devices, even in the absence of electricity, ability to use a mobile application, personalized training, modules adapted to Ukrainian realities and professional requirements.
- Registration: <https://pdp.nacs.gov.ua> (only registered users of the Knowledge Management Portal can participate in the Eng4PublicService project).

HIGH SCHOOL OF PUBLIC GOVERNANCE



129 programs in 32 areas were developed and 22 854 civil servants from all categories of positions and local self-government officials have been trained.

The Strategist School was launched and the first certificates were awarded to 42 civil servants of the category "A".



The Gender Mainstreaming School was launched, and civil servants of category "A" have been certified.

Trained:

- 203 203 trainers on issues of general administrative procedure, promotion of integrity in public service, ensuring cyber security at the state level, countering destructive informational influence, transitional justice, approximation of Ukrainian legislation to EU law, etc.

- For the purpose to ensure professional development in the field of regional management and local self-governance, an educational online marathon "Actual Issues of the Activities of Local Self-Government Authorities" was held and 196 people were trained.



THE SUMMER SCHOOL OF COACHING SKILLS WAS LAUNCHED

96 trainers were trained according to the following programs:

- access to public information;
- training technologies for the organization of training on strategic planning (according to the Results-Based Management (RBM) methodology);
- responding to cases of conflict-related sexual violence and providing assistance, countering gender-based and domestic violence to victims.

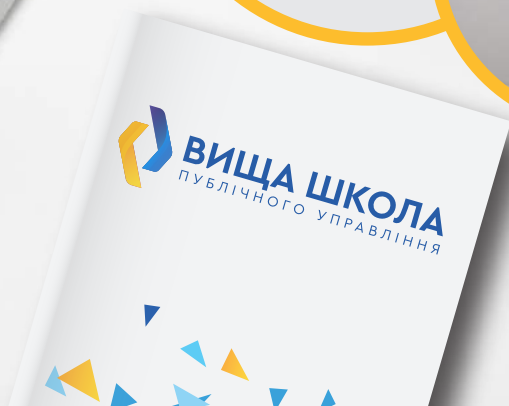
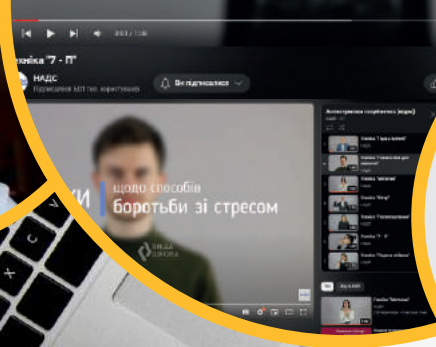
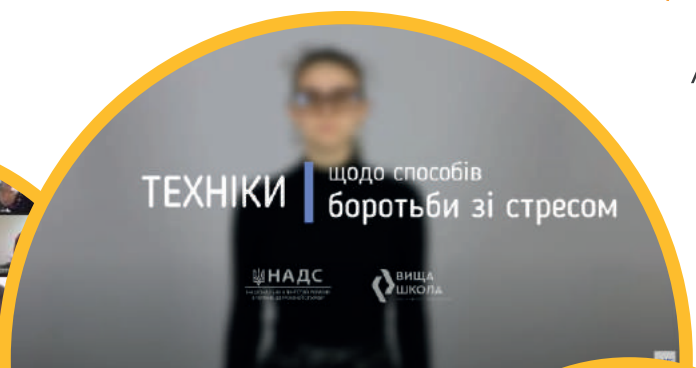
A training program for civil servants on strategic planning based on the RBM methodology has been implemented.



The qualification of 211 people has been improved.

Advanced training in psychosocial support, adaptation and development of psychological competence of public servants has been provided.

A series of video clips “Techniques of psycho-emotional support” was filmed and a number of manuals has been prepared.





49 new educational courses have been on the Moodle educational platform of the High School;

The total number of registered listeners is 13544;

The number of certificates received through the platform is – 4 199;

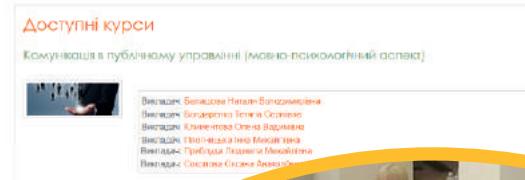
As part of the “Recovery Reserve” project, 81 enrolled candidates in 9 programs were trained on the basis of the High School.

The Center for Evaluation of Candidates for Civil Service Positions is an official site for conducting examinations for the level of proficiency in the state language:

- During September – December 2023 740 people passed the exam;
- The quality of education was monitored. 21011 participants took part;
- According to the results of the survey, 99.2% of respondents are completely satisfied with the quality of education.



Website High School of Public Governance



HRMIS

The NAUCS continues the implementation of the Human Resource Management Information System (HRMIS – Human Resource Management Information System).

This is one of the priorities of civil service reform in accordance with the Public Administration Reform Strategy of Ukraine for 2022-2025.

The implementation of HRMIS is carried out in compliance with the orders of the CMU “Some Issues of Reforming the Public Administration of Ukraine” and “On the Approval of the Concept of the Implementation of the Information System of Human Resources Management in Government Authorities and the Approval of the Action Plan for its Implementation”.

The system allows to remotely document the processes of entering the civil service, its passage and termination, as well as payroll. It also includes automatic calculation of seniority, control over the establishment of bonuses for length of service, calculation of the number of vacation days and their balances, generation of certificates and other personnel records - all this is available in the user's personal account.



The first phase of the project has now been completed.
 Its result is functioning subsystems "Staff and Personnel",
 "Salary and Report Card", "Self-Service Cabinet", "Public Portal".

762 government authorities are connected to the Human Resources Management Information System (HRMIS) in government authorities and information on 39665 employees is entered.

Re-registration of the Project "Public Finance Management Support Program in Ukraine" was carried out due to the change of the Project implementation period (Registration card No. 5057-01, state registration as of December 22, 2023).

Організацій в системі

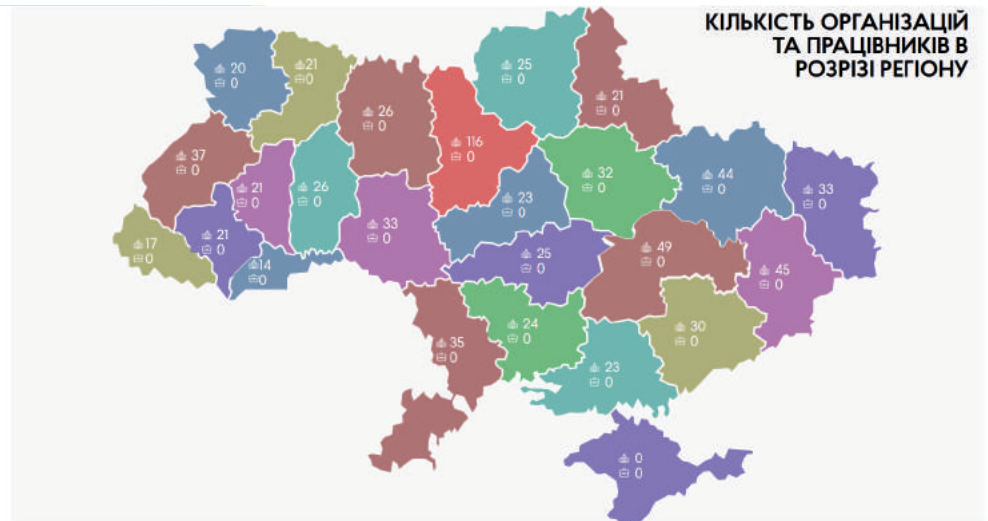
762
на 01.01

Держслужбовців в системі

39665
на 01.01

Відсоток заведених організацій

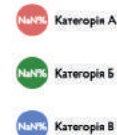
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Гілки влади

Виконавча	760	0
Судова	0	0
Законодавча	0	0
Інші	2	0

Категорії держслужбовців



По типу підпорядкування

ЦОВВ	67	0
Регіони	695	0



Web portal HRMIS

PROJECTUA: A STRATEGIC PLANNING SYSTEM

On March 24, a Memorandum of Cooperation was signed between Alinea International Ltd. within the framework of the “Support to Ukraine’s Reforms for Governance” (SURGe) project, the NAUCS and the High School of Public Governance. For its implementation, the principles of result-based management in the civil service were applied and the Information System of Strategic Planning, Monitoring and Evaluation Based on the Principles of Result-Based Management” (PROJECT^{UA}).

In the pilot operation mode, PROJECT^{UA} monitored two documents on the NAUCS planning: the NAUCS Strategic Plan for 2022-2024 and the NAUCS Work Plan for 2023.

Due to the work in the system, the NAUCS management regularly monitors the progress of implementation of the plans. Based on the data from PROJECT^{UA}, a report on the implementation of the NAUCS Strategic Plan for 2022-2024 and the NAUCS Work Plan for 2023 was prepared.

To achieve transparency of the activities of the NAUCS in planning issues, the Dashboard^{UA} subsystem was launched as a webpage on the NAUCS website for public access to data on the progress of the implementation of documents on planning issues by the NAUCS based on data from the PROJECT^{UA} Information System.

PROJECT^{UA} was created for the Government of Ukraine with funds from the Government of Canada within the framework of the SURGe international technical assistance project to improve the planning, monitoring and evaluation of programme documents and other documents on planning issues in ministries, and other executive authorities.



Dashboard^{UA}

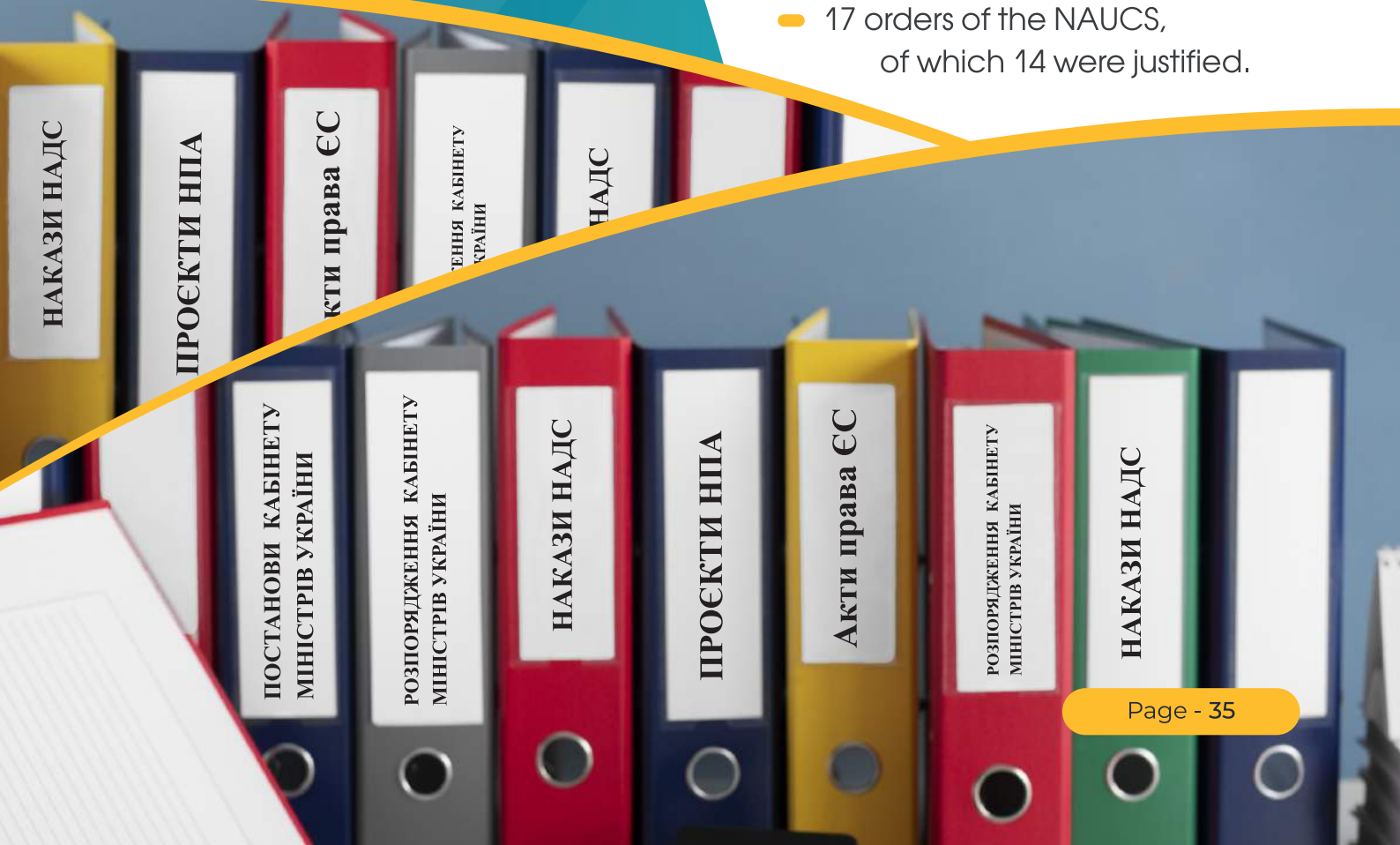


PROTECTION OF THE RIGHT TO PUBLIC SERVICE

- 112 control measures were carried out. The number of violations decreased by 16%. 775 inconsistencies and violations by government authorities of the requirements of the Law and other regulatory legal acts were recorded. In particular:
 - completion of civil service – 445 violations;
 - admission into the civil service – 93;
 - legal status of civil servants – 80;
 - civil service management – 69;
 - termination of civil service – 47;
 - organizational and legal foundations of the implementation of state policy in the field of public service – 41.
- 738 proposals were submitted to improve the state of work at the objects of the control measure, eliminate identified inconsistencies and violations.
- Procedure for implementation of the NAUCS by its territorial departments for control over compliance with the conditions defined by the Law of Ukraine “On Civil Service” for citizens to exercise the right to civil service (order of the NAUCS as of September 7, 2023 No.140-23).
- Methodical recommendations on actions in case of violation of the rights granted by the Law of Ukraine “On Civil Service” or obstacles to the realization of the right to civil service have been prepared (according to Article 11 of the Law of Ukraine “On Civil Service”).
- Special inspections in accordance with the Law of Ukraine “On Prevention of Corruption” were resumed with the entry into force of Law of Ukraine “On Amendments to Certain Laws of Ukraine on Determining the Procedure for Submitting Declarations of Persons Authorised to Perform State or Local Self-Government Functions under Martial Law” No. 3374-IX.
- For the purpose of timely processing of cryptographic information on special inspections in relation to persons applying for positions to which the President of Ukraine, the VRU or the CMU appoint (elect):
 - electronic (automated) exchange of information (documents) between government authorities responsible for verifying information was restored;
 - information on responsible authorized persons and their encryption certificates has been updated.
- 3150 requests were sent in the format of cryptographically encrypted messages and in paper form.

LEGAL SUPPORT OF DOCUMENTS

- An initial assessment of the state of implementation of **163 EU acquis was carried** out pursuant to Resolution of the Deputy Prime Minister for European and Euro-Atlantic Integration of Ukraine as of March 14, 2023 No.7639/0/1-23, and Resolution of the Cabinet of Ministers of Ukraine "On Approval of the Procedure for Conducting an Initial Assessment of the State of Implementation of EU Acquis" as of February 28, 2023 No. 189.
- Conclusions based on the results of legal, anti-discrimination, and gender legal examinations were prepared, and 34 draft regulations developed by the structural units of the NAUCS were brought into line with the requirements of the rulemaking technique.
- 33 draft regulations were prepared, and adopted by the CMU or registered by the Ministry of Justice of Ukraine, including:
 - 9 resolutions of the Cabinet of Ministers of Ukraine;
 - 7 regulations of the Cabinet of Ministers of Ukraine;
 - 17 orders of the NAUCS, of which 14 were justified.



MEMORANDA ON COOPERATION

Memorandum on cooperation between Alinea International Ltd. within the framework of the implementation of the Support to Ukraine's Reforms for Governance (SURGe) Project, the National Agency of Ukraine on Civil Service and the High School of Public Governance (March 24, 2023).



Memorandum on cooperation between National Agency of Ukraine on Civil Service and USAID Project "Support to Anti-orrupction Champion Institutions"(SACCI) (April 26, 2023).



Memorandum of cooperation between Japan International Cooperation Agency and National Agency of Ukraine on Civil Service (July 18, 2023).



Memorandum of Cooperation between the NAUCS and the U-LEAD with Europe Program (November 29, 2023).

COMMUNICATIONS

- An English version of the NAUCS official website was created (<https://nads.gov.ua/en>), 410 news and 456 informational messages were prepared and published on the official website of the NAUCS and Facebook. During the year, nine columns by the Head of the NAUCS were published in leading media, and an interview with the Head of the NAUCS was organised for Interfax-Ukraine and Glavkom news agencies. Two interviews with the Head of the NAUCS were also organised for Hromadske Radio.



- At the initiative of the primary trade union organisation of the NAUCS, with the support of the Humanitarian Initiatives Foundation, a commemorative medal was produced to mark the 30th anniversary of the adoption of the first Law of Ukraine “On Civil Service”.

The initiative arose in recognition of the valour of Ukraine’s civil servants and the resilience of the civil service system. The medal was produced by the NBU Banknote Printing and Minting Works (0.35 mm nickel silver) in a mintage of two thousand units.



- On the online platform «POLICY TALK» for professional discussions with international experts on public administration reform a public dialogue was held with Andrius Kubilius, MEP, Lithuanian politician, twice Prime Minister of Lithuania, founder of the global network of parliamentarians United for Ukraine, and co-author of the Marshall Plan for Ukraine.



- 364 requests for public information were processed.
- 25 datasets were published on the Unified State Open Data Web Portal.
- 1952 appeals were considered. The issues of transfer and dismissal in the temporarily occupied territories, appointment to the positions in civil service and service in local self-government bodies, and remote work within and outside Ukraine were raised.

- For the second time, the NAUCS became the official platform for the All-Ukrainian Dictation of National Unity.

- 4 meetings of the NAUCS Public Council were organised.

- Territorial bodies of the NAUCS were optimised and the Central Interregional Office of the NAUCS, the South-Eastern Interregional Office of the NAUCS and the Western Interregional Office of the NAUCS were established.

- Territorial bodies of the NAUCS carried out:

- 943 communication events on the application of the legislation on civil service and service in local self-government bodies, which were attended by 26334 people;
- 78 communication events on internships for young people in government authorities, which were attended by 5114 people;
- 554 seminars, trainings, lectures, round tables;
- 510 written appeals and requests were considered, 458 personal receptions of citizens, were held, attended by 701 citizens.



On 08-12 May, Europe Week was organised by the NAUCS, the Center for Adaptation of the Civil Service to the Standards of the European Union and the High School of Public Governance with the support of West Ukrainian National University, National Commission on the Standards of the State Language, National Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute", National University of Life and Environmental Sciences of Ukraine, Chernihiv Polytechnic National University and National Forestry University of Ukraine.

As a part of the Europe Week:

- a report on the results of surveys to assess the capacity to fulfill the tasks of implementing EU law into Ukrainian legislation was presented;
- the Day of Human Rights, Non-Discrimination and Gender Equality was held;
- the Council of Europe project "HELP (Human Rights Education for Lawyers) for Ukraine, including during the war" and the e-learning platform were presented;
- an online training "Principles of Public Administration as a Part of the European Integration Process" and a scientific and practical conference "European Guidelines for Public Administration" were organized.



ANNUAL RICHELIEU PUBLIC SERVICE FORUM "INSTITUTIONAL SUSTAINABILITY OF THE PUBLIC SERVICE IN CONDITIONS OF WAR"

On September 20-22, 2023, the annual Richelieu Public Service Forum "Institutional Sustainability of the Public Service in Conditions of War" was held.

On the first day of the Forum, the participants discussed the relevance of close international cooperation for the development of the institutional capacity of the public service, the development of professional service in local self-government bodies in the context of the new Law of Ukraine "On Service in Local Self-Government Bodies", and the formation of barrier-free public service.



- The second day was dedicated to the topic of integrity for civil servants and local self-government officials.
- The key topic of the third day was the transformation of women's leadership in conditions of war, as well as ensuring equal rights and opportunities for women and men in public service.

The special guest of the Forum was Sebastian Junger, a writer, war reporter and psychologist, author of the cult book "Tribe".

On the sidelines of the Forum, the photo exhibition "Border Guards: Family and War", the documentary exhibition "Windows" of the National Center "Ukrainian House", and the photo exhibition "Flash. Ukrainian Photography Today".



Photos



More about Forum

ВСЕУКРАЇНСЬКИЙ КОНКУРС

ТВОРЧИХ РОБІТ СЕРЕД МОЛОДІ

ALL-UKRAINIAN COMPETITION OF CREATIVE WORKS AMONG YOUNG PEOPLE

All-Ukrainian competition started on June 23,
and was held in three stages with six nominations:

- “Equal Right and Opportunities for Women and Men”;
- “Political education and Political Culture”;
- Youth in the System of Public Administration:
the Latest Approaches and Prospects”;
- “Reforming Education under Martial Law”;
- “My Experience of Participating in the Formation and
Implementation of Youth Policy”;
- “Reforming Public Administration in the Context of Ukraine's
European Integration”.

204 works from participants from
more than 100 locations in Ukraine,
as well as Germany, Poland and
Belgium were received.

On 25 October, the winners of
the All-Ukrainian competition
of creative works among
young people were
awarded.



More about
All-Ukrainian competition





PARTNERS FORUM

On 15 November, a Partners Forum was held with representatives of embassies, international technical assistance projects and programmes. The participants discussed areas of development of public authorities and local self-government bodies, as well as support from international partners in the transformation of Ukraine.

Within the Forum:

- a review of the achieved results of cooperation with international partners was carried out and further priorities were identified;
- key objectives and priorities of the NAUCS were outlined;
- directions of attracting assistance and support in the areas of NAUCS activities are presented.

FORUM “MOVING TOWARDS THE EU: AGENDA FOR UKRAINE”

On December 06, 2023, the Forum “Moving towards the EU: agenda for Ukraine” was held. The following issues were discussed:

- international assistance projects implemented to implement public administration reforms as part of European integration;
- involvement and use of EU Twinning and TAIEX institution-building instruments;
- achievements and practices in the implementation and use of EU Twinning and TAIEX institution building instruments;
- updated Principles of Public Administration and results of cooperation with the OECD/SIGMA Programme;
- results of two surveys on the implementation of EU law in Ukrainian legislation.



EUROPEAN AND EURO-ATLANTIC INTEGRATION

TWINNING PROJECTS

Twinning Projects Work Plan includes 70 projects, including:
58 – completed, 10 – at the stage of the preparation of Twinning Fiche, 2 – at the stage of the implementation.

Twinning Projects per sector in Ukraine:

Health and Consumer Rights Protection – 3;

Agriculture and Fish Industry – 3;

Statistics – 3;

Certification, Trade and Industry – 6;

Energetics – 7;

Telecommunications – 3;

Social Relations and Employment – 4;

Environment – 5;

Finance, Internal Market and

Economic Indicators – 7;

Transport – 11;

Justice and Home Affairs – 13;

Other – 5

As part of its annual Twinning programming, the NAUCS received

58 project proposals from
32 government authorities.

Representatives of the Twinning Programme Administration Office

took part in 9 events:

- 6 Steering Committee meetings

(monitoring the implementation of

Twinning projects) for: National Bank of Ukraine, Antimonopoly Committee of Ukraine, Ministry of Economy of Ukraine and State Service of Ukraine for Food Safety and Consumer Protection;

- 2 meetings on the occasion of the closure of Twinning projects – National Bank of Ukraine, Antimonopoly Committee of Ukraine

- Annual Meeting of National Contact Points for the implementation of Twinning and TAIEX instruments



- A total of **112 applications** were submitted to the EC for consideration (**78 applications were approved, 28 were rejected, and 6 applications are under consideration**). Methodological and advisory assistance was provided to **62 government** authorities under the TAIEX instrument.

 - Since the beginning of implementing the TAIEX instrument (since 2006), as of December 29, 2023 **22 784 representatives of Ukrainian government authorities participated in 956 events** organized in the framework of the TAIEX implementation. **186 events initiated by the European Commission and 770 events initiated by Ukraine.**

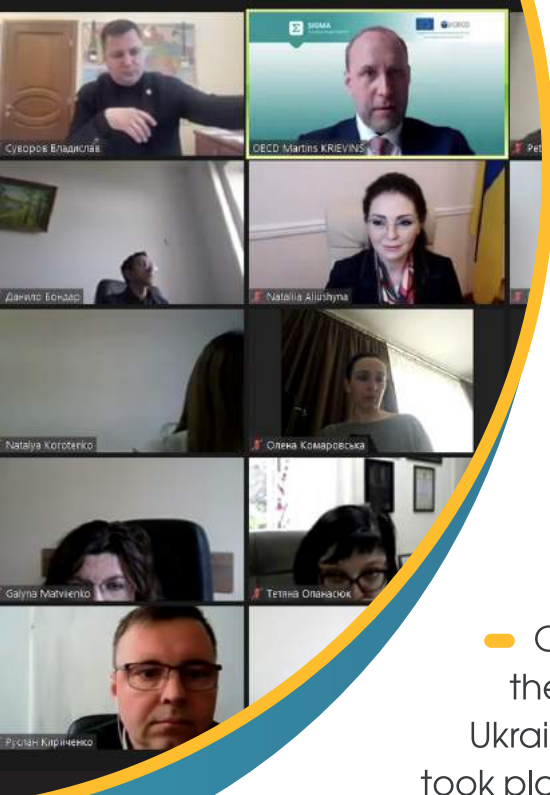
- 1871 representatives of government authorities took part at 9 multi-country workshops, initiated by the European Commission and 42 events initiated by Ukraine (17 study visits, 12 expert missions and 13 workshops).

TAIEX events were conducted in 2023 in the following areas

- Rule of law, migration and security – 17;
- Stronger society and inclusive economy – 15;
- Green and digital transitions, connectivity – 11;
- Farm to Fork – 6;
- Other – 2.

On April 5-6, 2023 (within the framework of TAIEX instrument), the workshop on Functioning of public administration during crisis and post-crisis periods was held.

Purpose of the event – optimal ways for Ukraine regarding the effective functioning of government authorities, optimization of their powers and structure, preservation of the personnel potential of civil service.



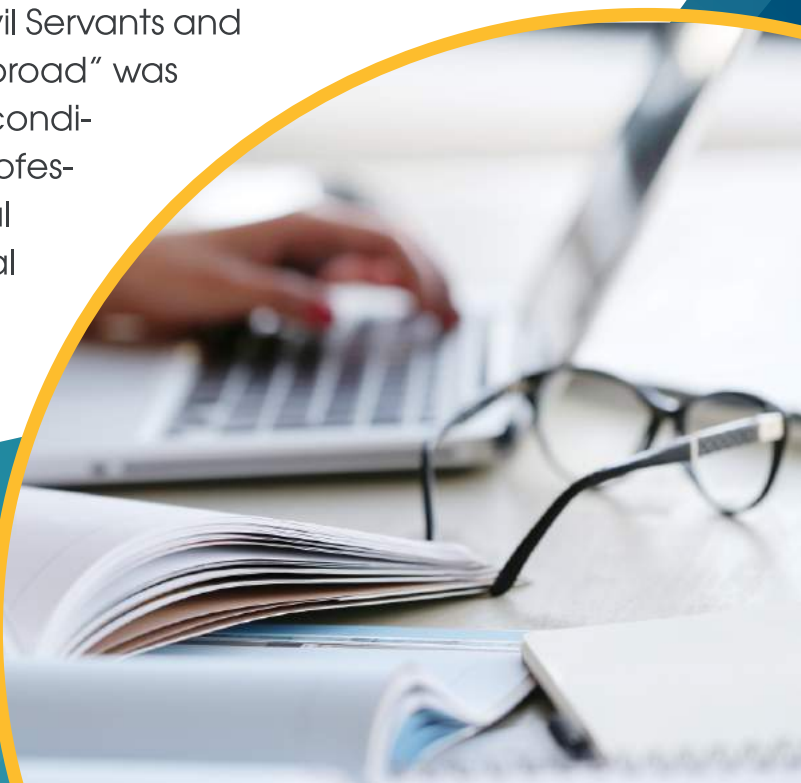
COOPERATION WITH THE SIGMA PROGRAMME

- On 20-24 February, as part of the SIGMA Work Plan, a meeting with representatives of the SIGMA Programme was held in Paris (France) with the participation of the NAUCS leadership regarding the planning of a monitoring assessment of public administration of Ukraine in six areas defined by the Principles of Public Administration.
- On April 6, 2023, the official launch of the assessment of the state of affairs in the public administration system of Ukraine according to the Principles of Public Administration took place, and training on the PAR.IS system was also conducted.
- On May 11-12, 2023 (as part of the Europe Week), the online training “Principles of public administration as part of the European integration process” took place (under the general short-term training program “Implementation of European principles of public administration of the OECD/SIGMA Programme”). More than 500 people took part in the training.

ORGANISATION OF PROFESSIONAL TRAINING OF CIVIL SERVANTS AND LOCAL SELF-GOVERNMENT OFFICIALS ABROAD



Resolution of the Cabinet of Ministers of Ukraine as of September 15 No. 990, 2023 “Some Issues of Organisation of Professional Training of Civil Servants and Local Self-Government Officials Abroad” was prepared. The document defines the conditions for organising and conducting professional training of civil servants and local self-government officials in educational institutions, establishments and organisations abroad.





Three regulatory acts were also prepared:

- Order of the NAUCS as of November 14, 2023 No. 182-23 “On Approval of the Procedure for Concluding an Agreement between a Civil Servant/Local Self-Government Official and an Organising Authority on Referring a Civil Servant/Local Self-Government Official for Professional Training Abroad and a Typical Form of Such an Agreement”;
- Order of the NAUCS as of December 14, 2023 No. 192-23 “On Approval of the Form of Report on the Results of Professional Training of Civil Servant/Local Self-Government Official Abroad”;
- Order of the NAUCS as of December 22, 2023 No. 196-23 “On Approval of the Methodological Recommendations for Completing the Form of Report on the Results of Professional Training of a Civil Servant/Local Self-Government Official Abroad”.

ORGANISING A SURVEY AND IMPLEMENTING AN EFFECTIVE SYSTEM OF NEEDS ANALYSIS OF THE INSTITUTIONAL CAPACITY AND STAFFING OF GOVERNMENT AUTHORITIES RESPONSIBLE FOR FULFILLING UKRAINE'S OBLIGATIONS IN THE FIELD OF EUROPEAN INTEGRATION

Center for Adaptation of the Civil Service to the Standards of the European Union prepared:



a report on the results of two surveys in central executive authorities and other government authorities to assess the capacity to perform the tasks of implementing European Union law into Ukrainian legislation;



a report on the results of an annual needs analysis of the institutional capacity and staffing of government authorities responsible for fulfilling Ukraine's commitments in the field of European integration;



Methodological Recommendations on the annual needs analysis of the institutional capacity and staffing of government authorities responsible for fulfilling Ukraine's commitments in the field of European integration.

74 government authorities and the Secretariat of the Cabinet of Ministers of Ukraine took part in the needs analysis.



More details

IMPLEMENTATION OF A QUALITY MANAGEMENT SYSTEM IN EXECUTIVES AUTHORITIES (CAF)



Methodological and advisory assistance to government authorities on the implementation of the CAF quality management system and expert support for conducting a quality management system review by applying the Common Assessment Framework (CAF).

COMPREHENSIVE SOCIOLOGICAL SURVEY ON CIVIC COMPETENCES OF PUBLIC SERVANTS

- From October 11 to October 20, 2023, the Center for Adaptation of the Civil Service to the Standards of the European Union jointly with the National Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute", conducted a comprehensive sociological survey on civic competencies of public servants through a Google Forms questionnaire.
- 33671 people** from all regions of Ukraine were interviewed. The report is published on the official website of the NAUCS.



More details



PRIORITIES FOR 2024

- Legal support in the Verkhovna Rada of Ukraine of the draft Law of Ukraine "On Amendments to the Law of Ukraine "On Civil Service" to improve the procedure for entering, completing, and terminating civil service (registration No. 6496);

- Legal support of the draft Law of Ukraine "On Amendments to the Law of Ukraine "On Civil Service" regarding the introduction of unified approaches to remuneration of civil servants based on the classification of positions" (No. 8222) prior to its adoption;

- Ensuring preparation for the introduction of a system of the remuneration of civil servants based on the classification of civil service positions and the introduction of a grading system starting in 2025;

- Implementation of the Roadmap for the implementation of the Law of Ukraine "On Service in Local Self-Government Bodies";

- Developing the functionality of the human resource management information system (HRMIS) in government authorities and its further implementation in ministries, central executive authorities and other state bodies;

- Strengthening the policy of professional development of the local self-government officials;

- Development of a professional standard "Manager of the Executive Office (Committee)" as part of the implementation of the Law of Ukraine "On Service in Local Self-Government Bodies";

- Optimisation of HR tools to reduce the consumption of human and time resources. Improvement of legislation in the field of civil service and service in local self-government bodies, with approximation to EU standards and norms.

National Agency of Ukraine
on Civil Service

15, Prorizna str., Kyiv, Ukraine
zagal@nads.gov.ua
+38 (044) 279 57 90
www.nads.gov.ua

