



ANNUAL REPORT

OF THE HEAD OF
THE NAUCS

2024



NAUCS

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



Center for Adaptation of the Civil Service to the Standards of the European Union
European Benchmarks in Civil Service Development

Annual report of the Head of the National Agency of Ukraine on Civil Service for 2024 - Kyiv: NAUCS, 2024. - 55 p

CONTENT

- 02** Introduction
- 03** Team of the NAUCS
- 04** SMART monitoring
- 05** The number of civil servants
- 06** Human resource management
- 16** Remuneration system reform
- 19** Professional development
- 30** Digitalization of the civil service
- 32** Protection of the right to civil service
- 36** Memorandums and Agreements
- 40** International cooperation
- 55** Priorities for 2025

HEAD OF THE NAUCS

NATALIIA ALIUSHYNA



In 2024, Ukraine's public administration system became even more strongly marked by a military identity. People felt more acutely involved in their own state and the importance of its institutions for the safety and security of their families.

The war has sharpened the demand for justice and motivated civil initiatives to interact with state institutions. The values of public service are becoming clearer to citizens, particularly among qualified private sector professionals.

The NAUCS team pays considerable attention to strengthening the human resources potential of the civil service. We promote the principle of lifelong learning. We are improving the system of professional education of civil servants.

In 2024, the High School of Public Governance trained nearly 30,000 civil servants. We improve their professional skills and build their psychological endurance.

We are promoting integrity as a principle of public service. For us, it is an HR tool and a competence measurement marker.

I often think back to October 9, 2024, when the next stage of negotiations on Ukraine's accession to the EU took place in Brussels. I spoke during the screening session in the area of Public Administration Reform. The EC's report showed Ukraine's progress in reforms to EU membership in all negotiated chapters.

I feel that people are gradually rethinking their attitude to their own country. There is a growing awareness in society that a strong and effective system of governance is our national foundation. Surely, this brings our Victory closer.

TEAM OF THE NAUCS

FULL-TIME STAFF:

138
Apparatus
of the NAUCS

55
Territorial
bodies

ACTUAL NUMBER OF THE STAFF:

124
Apparatus
of the NAUCS

41
Territorial
bodies



FINANCIAL INDICATORS

The approved amount of financing under the budget programmes of the NAUCS amounted to UAH 218 014,3 in 2024, in particular:



UAH 122 096,8 thousand

Typical programme classification of expenditures and crediting of the local budget 6121010 "Management and functional management in the civil service"

UAH 78 429,4 thousand

Typical programme classification of expenditures and crediting of the local budget 6121010 "Management and functional management in the civil service"

UAH 17 488,1 thousand

Typical programme classification of expenditures and crediting of the local budget 6121060 "Adaptation of the civil service human resource management system to the standards of the European Union"

SMART-MONITORING of the NAUCS Plan for 2024

Strategic goals



Ensuring

the formation and implementation of state policy in the field of civil service and service in local self-government bodies



Providing

advisory and methodological support, information support and exchange of experience on civil service and service in local self-government bodies



Raising

the level of professional competence of public servants



Adapting

the civil service to EU standards

100%
Overall
implementation
progress



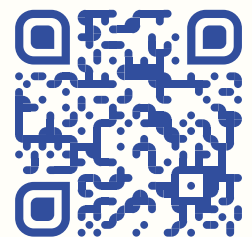
Analytical activities

evaluation of civil servants, improvement of the efficiency of the NAUCS and its territorial bodies



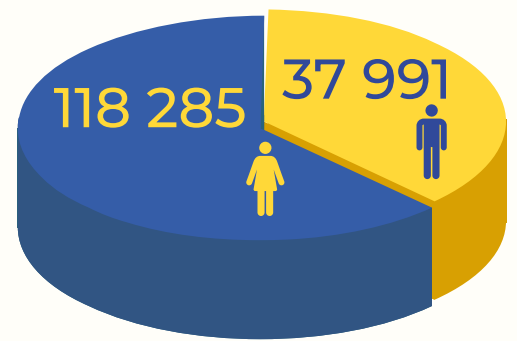
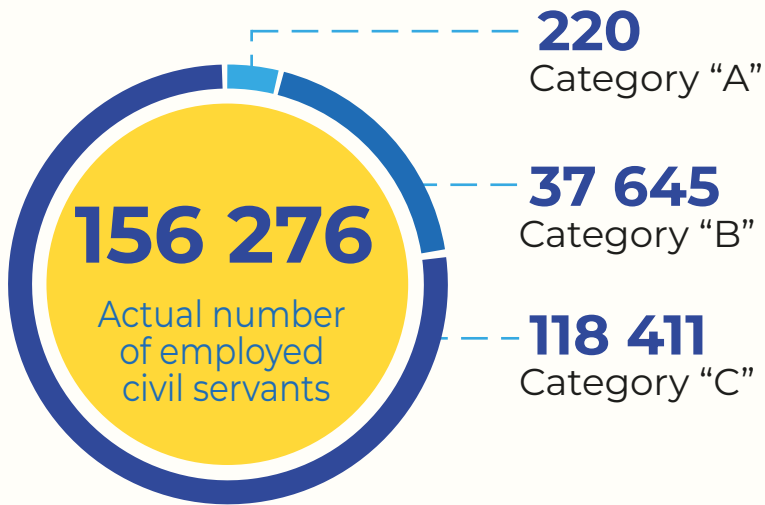
Informing the public

about state policy in the field of civil service and service in local self-government bodies



Dashboard

THE NUMBER OF CIVIL SERVANTS



31 187

Vacant positions

Civil servants with disabilities

11 760

4 316
782
of them are female

Mobilised civil servants and those serving in the Territorial Defense Forces of the Armed Forces of Ukraine and volunteer formations of territorial communities

SINCE THE BEGINNING OF THE FULL-SCALE INVASION,

140 civil servants have been killed

HUMAN RESOURCE MANAGEMENT

REGULATORY AND LEGAL SUPPORT IN THE FIELD OF CIVIL SERVICE



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 Ranks of Local Government Officials, Military Ranks, Diplomatic Ranks and Other Special Ranks and to Include the Time Spent in Certain Positions in Military Administrations in the Civil Service Experience' (No. 9478) was adopted in the first reading.



Amendments to the Procedure for Maintaining and Storing Personal Files of Civil Servants (Order of the NAUCS as of 09.12.2024, No. 165-24).



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

An order was prepared to approve the conclusions, which include the results of the evaluation of 131 civil servants.

Tasks and key performance, efficiency and quality indicators for 2025 for state secretaries of ministries and heads of central executive agencies were approved.



METHODOLOGICAL SUPPORT

Methodological recommendations on testing and determining the compliance of civil servants with their positions were developed (Order of the NAUCS as of 31.01.2024 No. 11-24).



The Methodological Recommendations for the Internship of Youth Citizens who are not in Civil Service Positions in Government Authorities have been updated (Order of the NAUCS as of 25.11.2024, No. 161-24).



Four information events were organised to provide advisory and methodological support to employees of the HR departments of government authorities:



webinar on defining tasks and key indicators for civil servants holding civil service positions of categories 'B' and 'C' (25.11.2024);



webinar on cooperation between the government authorities and the State Employment Centre and regional employment centres/branches (29.01.2024);



information session 'e-Card of civil service and local government vacancies for veterans' (25.07.2024);



TAIEX seminar on the study of international experience in the use of non-financial incentives for civil servants and staff in crisis and post-crisis periods (26.11.2024).



STRENGTHENING THE CAPACITY OF HR

Carried out:



survey of HR employees on the needs for methodological assistance in the field of human resources management.

A total of 1,858 respondents were interviewed, including 1,570 employees of the HR departments of government authorities.



Survey results



a survey on the needs for methodological and advisory support to the HR departments of state bodies in the de-occupied territories of Ukraine.

A total of 155 respondents were interviewed, including 133 employees of the HR departments of government authorities.



Survey results

Organised:



training under the general professional (certificate) advanced training programme 'Systematic Approach to Human Resources Management in the Public Service';



three training sessions under the general short-term professional development programme:



'Conflict Management in Public Authorities';



'Determining the results of the performance appraisal of public servants: action algorithm';



'Organisation and support of the youth internship programme in public authorities'.



SHAPING ORGANISATIONAL CULTURE

A round table 'Public Service without Barriers' on creating a barrier-free environment and adaptation of female and male veterans in public authorities.

A round table 'Transformation of Public Service Culture' on the mission of the Ukrainian public service.

HR Guide on adaptation and organisation of work of veterans in the public service, developed jointly with the Regional Fund 'Public Administration Reform in the Eastern Partnership Countries II' of the German Society for International Cooperation (GIZ).

The guide 'Barrier-Free Public Service. Brief Recommendations', developed jointly with the Human Rights for Ukraine project, implemented by UNDP in Ukraine and funded by the Ministry of Foreign Affairs of Denmark.



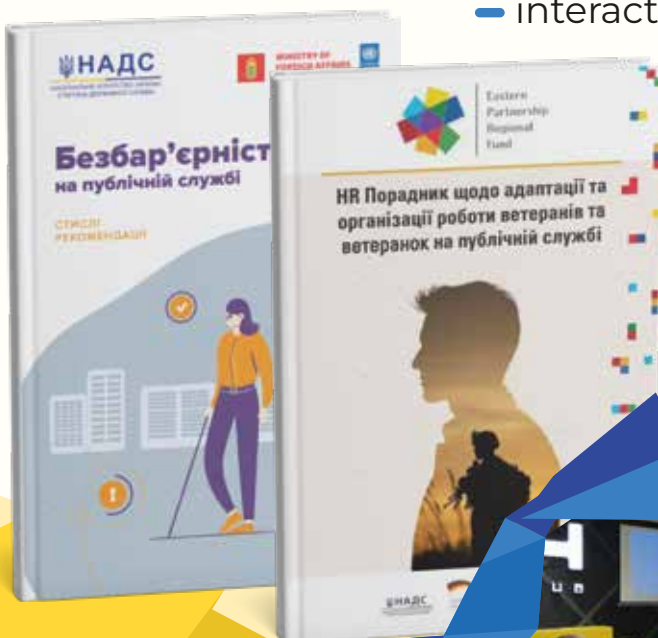
Guide

Prepared and posted recommendations for HR departments on:

- conflict management work;
- interaction with female and male veterans.



HR Guide



ENGAGING YOUNG PEOPLE IN PUBLIC SERVICE

► Strategic session 'Internships for young people in state and local government'.



► 'Promotional day in public service'.

► Networking event 'By the Way, Public Service'.



► Presentation of research findings on young people in local government.

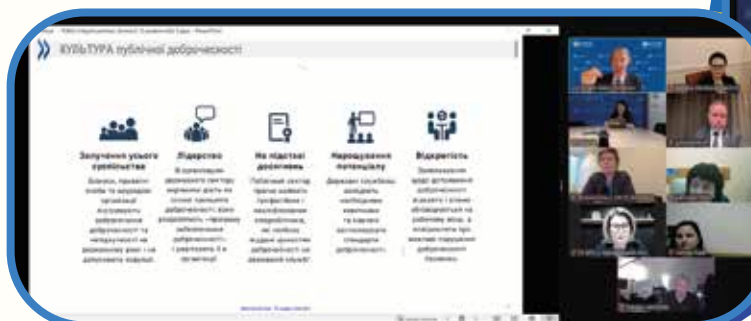
► A four-series educational course on 'Organising Internships for Youth in Public Authorities'.



INTEGRITY IN THE CIVIL SERVICE

➤ Seven webinars on integrity in cooperation with the OECD, the NACP and with the support of Pro-Integrity.

The goal is to familiarise the target audience with the 13 principles of public integrity and tools for their practical application.



➤ Integrity Forum for civil servants and local government officials within the framework of the Richelieu Public Service Forum (supported by the USAID Project 'Promoting Integrity in the Public Sector' (Pro-Integrity).



INVOLVEMENT OF FEMALE AND MALE VETERANS IN PUBLIC SERVICE

➤ The NAUCS portal contains information for female and male veterans on how to apply for public service.



Details

➤ Weekly information on current vacancies in the civil service was introduced on the NAUCS social media.

Щотижнева добірка актуальних вакансій

Публічна служба для ветеранів та ветеранок



➤ Providing employment consultations to veterans with the assistance of experts in veterans' career development (with the support of the USAID Project 'Promoting Integrity in the Public Sector' (Pro-Integrity).



HUMAN RESOURCES MANAGEMENT COUNCIL

Two meetings of the Human Resource Management Council of the National Agency were held.



30.04.2024

The main topics of the event:

- ▶ issues of appointment to the public service;
- ▶ algorithms and procedural issues necessary for compliance with the law;
- ▶ opportunities for the development of HR services.



19.12.2024

The main topics of the event:

- ▶ trends and prospects of public service development on the way to the EU;
- ▶ support and development of public servants;
- ▶ improvement of the regulatory framework and new methodological recommendations.

'BEST PRACTICES IN HUMAN RESOURCES MANAGEMENT'

▶ The purpose of the Competition is to share experience and implement best practices in HR management in the public service.



Website



Практики переможців



SERVICE IN LOCAL SELF-GOVERNMENT BODIES

REGULATORY AND LEGAL SUPPORT



The professional standard 'Manager of the Affairs of the Executive Office (Committee)' was approved (Order of the NAUCS as of 11.11.2024, No. 154-24).



The Model Regulation on the Human Resources Management Service in local self-government bodies has been developed (Order of the NAUCS as of 19.02.2024, No. 26-24).



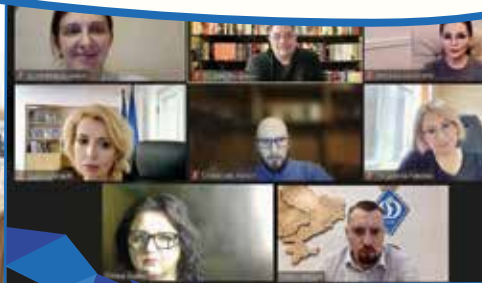
The Standard Procedure for Maintaining and Storing Personal Files of Local Self-Government Officials and the Form of Personal Card was developed (Order of the NAUCS as of 05.04.2024, No 62-24).



The Standard Procedure for Evaluating the Performance of Local Self-Government Officials has been developed (Order of the NAUCS as of 20.03.2024, No. 51-24).



The Standard Procedure for the Formation and Organisation of Work with the Personnel Reserve has been developed (Order of the NAUCS as of 11.11.2024, No 155-24).



METHODOLOGICAL SUPPORT

Methodological recommendations on internships for young people who do not hold positions in local self-government bodies have been developed (Order of the NAUCS of 26.11.2024, No. 162-24).



CARRIED OUT:



survey of HR employees on the needs for methodological assistance in the field of human resources management;



a survey on the needs for methodological and advisory support to the HR departments of state bodies in the de-occupied territories of Ukraine;



four meetings of the Coordination Headquarters for the Implementation of the Law of Ukraine 'On Service in Local Self-Government Bodies' (No. 3077-IX) under the NAUCS;



a round table discussion on the implementation of the Law of Ukraine No. 3077 'On Service in Local Self-Government Bodies';



webinar 'Attestation and annual evaluation of officials during martial law and under the new legislation on service in local self-government bodies';



a round table discussion on the procedure for conducting competitions for local government officials.



The guide 'Novelties of the Law of Ukraine "On Service in Local Self-Government Bodies" as of May 2, 2023: Comments and Comparative Analysis' was presented.



Guide

REMUNERATION SYSTEM REFORM

REGULATORY AND LEGAL SUPPORT



A draft Law of Ukraine ‘On Amendments to the Law of Ukraine “On Civil Service” to introduce unified approaches to remuneration of civil servants based on position classification’ was developed.



Six draft resolutions were developed and submitted to the CMU to continue the implementation of the civil servants' remuneration system based on job classification in 2025:



‘On Amendments to the Resolution of the CMU as of 23.10.2023, No. 1109’;



‘On Amendments to the Resolution of the CMU as of 29.12.2023, No. 1409’;



‘On Approval of the Procedure for Establishing and Paying Civil Servants an Allowance for English Language Proficiency’;



‘On Amendments to the Scheme of Salaries for Civil Service Positions Taking into Account Families and Levels of Positions, Jurisdiction and Types of State Bodies in 2024’;



‘Some issues of remuneration of civil servants of courts, bodies and institutions of the justice system, other state bodies Based on Position Classification in 2024’;



‘On Amendments to the Terms of Remuneration of Members of the Commission on Senior Civil Service’.



REMUNERATION SYSTEM REFORM FOR CIVIL SERVANTS

► A remuneration system for civil servants was introduced based on the position classification in accordance with the Law of Ukraine 'On the State Budget of Ukraine for 2024'.

73% of civil service positions have been transferred to remuneration terms

by **41%** reduced disparities in remuneration at the central level (first jurisdiction)

over **146 thousand** people were provided with coordination of the conduct, processing and approval of the results of position classification, advisory and methodological support

► Assessment and analysis of the state of implementation of the civil servants' remuneration model based on position classification.

More than 22,000 civil servants were surveyed, and data on the results of classification of more than 146,000 positions were summarised.



► A study on the organisation of civil servants' work and remuneration under martial law.

A total of 39,275 respondents were surveyed. The study examined the specifics of work organisation, changes in workload, functionality and productivity.



► Monitoring of information on remuneration in the context of all categories and subcategories of positions, staffing and maximum number of employees, vacancies and funding in 2023.

Analysed 22 components that affect the determination of salaries.





Four clarifications on remuneration based on the position classification of the civil service were prepared:



on remuneration conditions for civil servants of bodies that have not classified positions;



on remuneration conditions for civil servants of the bodies that classified positions;



on the introduction in 2024 of the staffing table of the state body that conducted the classification of positions;



to set a bonus based on the results of the annual performance assessment in 2024.

COMMUNICATION OF THE REFORM IN INTERNATIONAL EVENTS

- ▶ Conference 'Civil Service Remuneration Systems and Reforms' jointly with the German Society for International Cooperation GIZ and OECD/SIGMA 'Professional Civil Service in the Eastern Partnership Countries' in Riga;
- ▶ Bilateral meetings with OECD representatives;
- ▶ SIGMA seminar for representatives of civil service coordinating bodies from the Eastern Partnership and Western Balkan countries on comparing salaries in the public and private sectors;
- ▶ Preparation of analytical and statistical information for the meeting as part of the official screening of the compliance of Ukrainian legislation with EU law under negotiating chapter 32 'Financial control' and the area 'Public administration reform';
- ▶ Preparation of information on the sections 'Public Administration Reform', 'Civil Service and Human Resources Management'.



CIVIL SERVICES PROFESSIONAL DEVELOPMENT

REGULATORY AND LEGAL SUPPORT

Two acts of the CMU and 37 orders of the NAUCS were developed and adopted.



The conditions for the implementation of the new Law of Ukraine 'On Service in Local Self-Government Bodies' in the field of professional training have been created:



the specifics of the functioning of the professional training system have been regulated, taking into account the requirements of the Law (CMU Resolution as of 23.04.2024 No. 448);
the Standard Procedure for drawing up the individual professional development programme for a local self-government official was developed (Order of the National Agency of Ukraine on Civil Service as of 28.03.2024 No. 56-24).



The organisational and legal framework for the functioning of the professional training system has been provided:



the Procedure for admission to the Master's degree programme in Public Administration and Management has been updated (Resolution of the Cabinet of Ministers of Ukraine as of 17.05.2024 No. 568);



new functionalities of the Knowledge Management Portal were introduced (Order of the NAUCS as of 31.10.2024 No. 150-24);



methodological recommendations on the organisation of inclusive education by providers of educational services in the field of vocational training were developed (Order of the NAUCS as of 01.10.2024 No. 138-24);



the three-year Programme of External Monitoring of the Quality of Professional Development was approved (Order of the NAUCS as of 19.06.2024 No. 99-24).



MONITORING TRENDS IN THE DEVELOPMENT OF THE PROFESSIONAL TRAINING SYSTEM



Data sets were systematised to improve data analytics. Developed:

- ▶ a list of indicators for assessing the state of the professional training system for civil servants;
- ▶ a list of indicators for assessing the quality of professional development of civil servants.



Details



Details



The main trends in the development of the professional training system were identified. Developed:

- ▶ the report of the Head of the NAUCS on the development of the professional training system in 2021-2023;
- ▶ 12 analytical reports on the functioning and development of the professional training system.



For the first time were carried out:

- ▶ research on the inclusiveness of the vocational training system;
- ▶ monitoring of the quality of professional development of civil servants and local councillors for the period 2021-2023.



reports
Analytical



research
Inclusiveness

EDUCATIONAL AND METHODOLOGICAL SUPPORT

Seven standard general programmes have been developed and implemented for advanced training on topical issues of public administration.



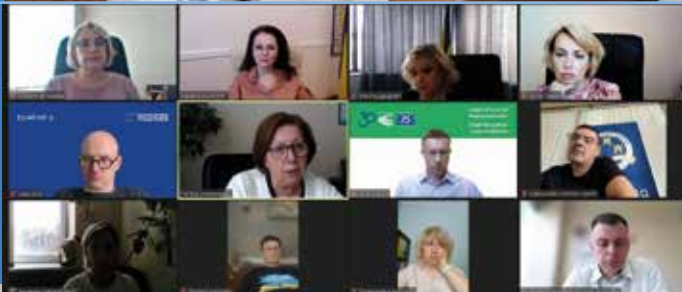
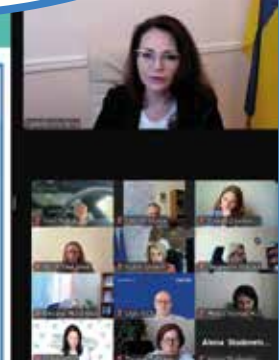
Lists of priority areas for in-service training of civil servants and local council members under general professional (certificate) and/or short-term programmes in 2025 were approved.



10 meetings of the expert advisory council were organised to approve in-service training programmes.



10 orders were issued approving 704 training programmes.



KNOWLEDGE MANAGEMENT PORTAL

139 450
registered users

125 002

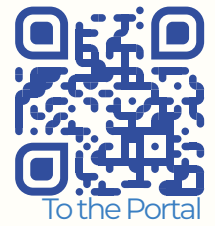
civil servants

14 094

local government
authorities

354

heads of
local state
administrations



To the Portal



826

teachers/trainers



164

educational institutions



25

ITA
projects / programmes



2026

in-service
training programmes

➤ A register of standard general in-service training programmes was created.

➤ Six training and information activities on the organisation of professional training were held using the Knowledge Management Portal.

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 Government Officials and Members of Local Councils'



Details



Eng4PublicService

The NAUCS is continuing to implement a project to provide free English language training for civil servants.

The initiative is aimed at strengthening the language capacity of public servants on the path to Ukraine's integration into the EU.

The project is being implemented in cooperation with EF Language Learning Solutions, the world's largest educational organisation, on the EF English Live online school platform.

25 000 civil servants

1 190 government agencies and local authorities

19 000 certificates issued

Advantages:

- ✔ professional approaches to teaching;
- ✔ personalised training;
- ✔ progress monitoring;
- ✔ choice of your own learning pace.



SpeakingClub4PS is an offline English conversation club for civil servants, implemented by the High School of Public Administration as part of the second phase of the Eng4PublicService2.0 project.



DEPARTMENT FOR LOCATION AND STATE ORDER EXECUTION FOR PROFESSIONAL TRAINING

The normative and legal support of the procedure for competitive selection of executors of the NAUCS state order for professional training of civil servants:

✓ a new criterion for competitive selection of educational institutions for participation in the competition 'Best Practices for Implementing Educational Innovations in the Professional Training System' was introduced;

✓ the forms of state contracts for the provision of services for the training of higher education students for a master's degree and for the advanced training of civil servants were improved.

For the third time, the competitive selection of NAUCS state order contractors was conducted automatically through the Knowledge Management Portal module according to the approved selection criteria.

The participants of the competitive selection submitted:

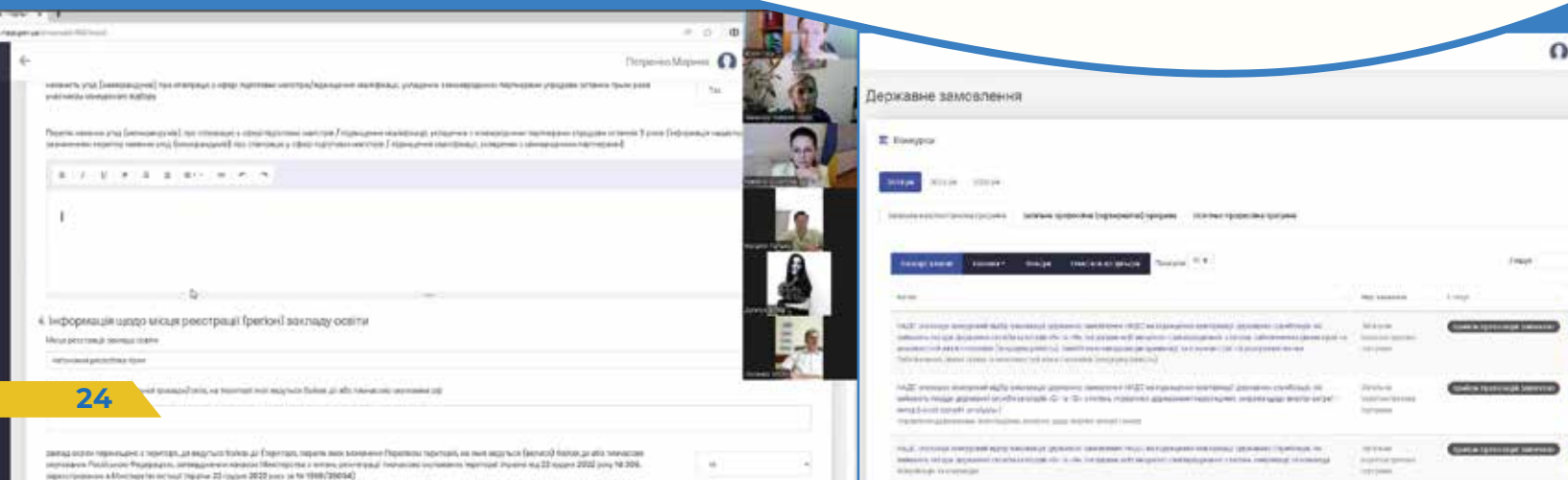
238 tender proposals

35 educational institutions

including:

28 for the training of masters;

210 for advanced training of civil servants.



The winners have been chosen:

- ✓ 28 higher education institutions for the training of 894 applicants for a master's degree in Public Administration and Management;
- ✓ 26 educational institutions for advanced training 18,325 civil servants and local self-government officials.

In total, training was provided in:

47 areas of professional development.

Training was provided to:

47 925 civil servants improved their skills

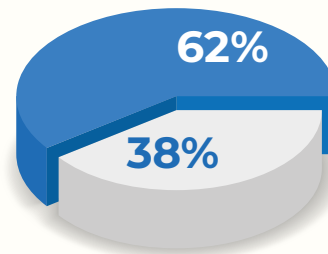
387 category 'A'

14 119 category 'B'

30 915 category 'C'

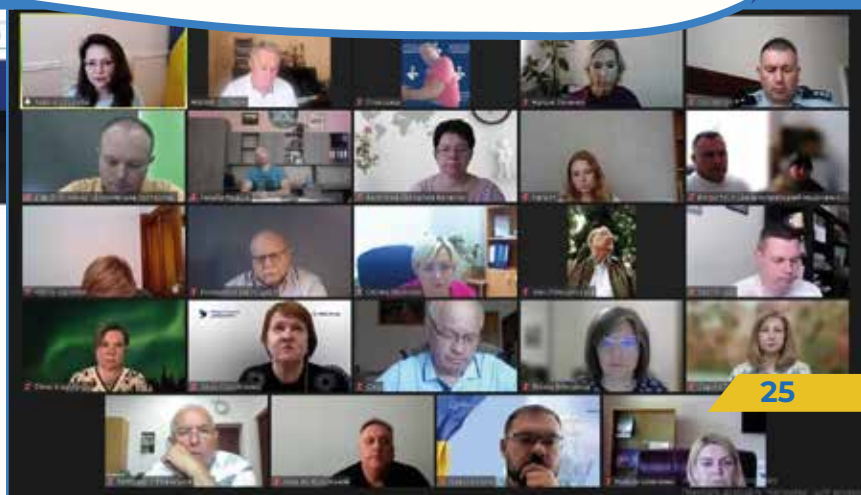
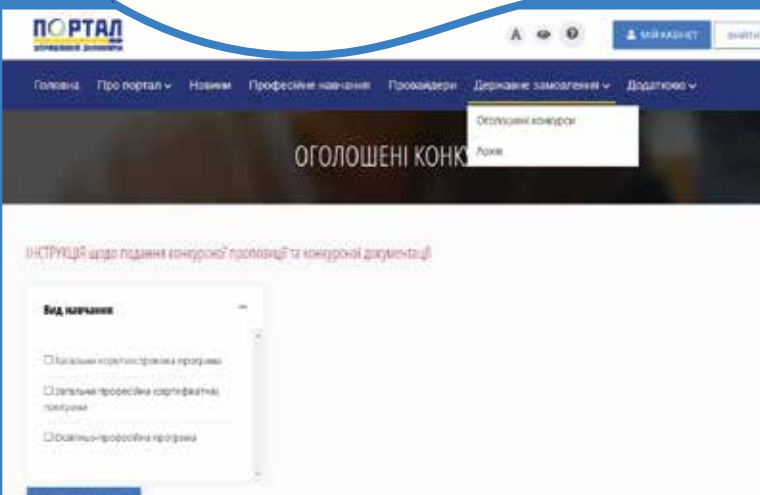
2 359 local self-government authorities

145 heads of local state administrations, their first deputies and deputies



- at the High School of Public Governance
- in educational institutions selected on a competitive basis

613 people received higher education diplomas with a master's degree in the following field 'Public management and administration'.



HIGH SCHOOL OF PUBLIC GOVERNANCE



Professional development is provided for:

41
directions

165
programmes

372
trainers



29 600
public servants

665 full-time students

676 mixed form of education

28 259 distance learning

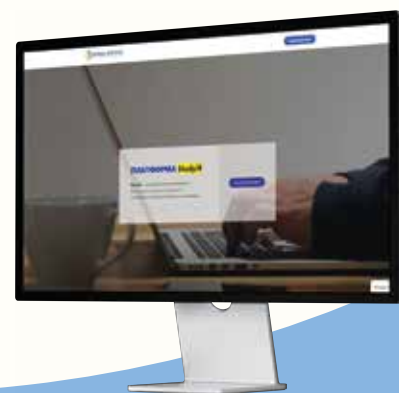
99,1 % of participants are fully satisfied with the quality of training.
(based on the results of a questionnaire of 27523 participants)

STUDIYIYA

An innovative educational platform for the training and development of civil servants - StudyiYa - was launched.

35
online courses

3 400
users



SUMMER SCHOOL OF TRAINER PROFICIENCY

A coworking platform for researchers and educators in the field of professional development of public servants. An educational space for the professional development of trainers who will continue to deal with the issues of professional development of public servants.

40
speakers

190
participants

120
certificates

SCHOOL OF STRATEGYS TRAINING

The educational initiative for category A civil servants. It is implemented by the National Agency of Ukraine on Civil Service and the High School of Public Governance with the support of the Support to Ukraine's Reforms for Governance (SURGe) project.

2
graduations

94
participants

EDUCATIONAL SERIES

**'Ukrainian heroes and heroines:
From the Past to the Present'**

Different historical epochs are covered: from the Princely Age to Independence.

The initiative of the NAUCS and the High School was supported by UN Women in Ukraine and the Swedish Embassy.

10
series

19
speakers

9
locations



the series
Watch




CENTER FOR EVALUATING APPLICANTS FOR PUBLIC SERVICE POSITIONS

A structural unit of the High School of Public Governance.

Areas of activity: interaction with public bodies on holding competitions for civil service positions in terms of testing applicants; administration of applicant assessment procedures.

The Center is an official platform for passing the state language proficiency exam.



2 288 people passed the state language proficiency test




2 207 people received information and consulting assistance



115 people passed tests on knowledge of general and special legislation

97% satisfaction rate of service users with the quality of testing organisation



The test for knowledge of general legislation for applicants for positions of categories A, B and C was updated.

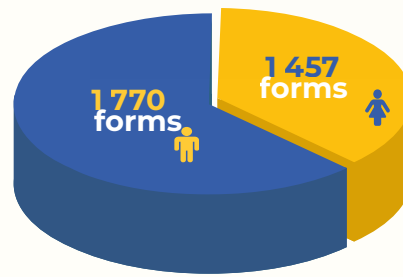
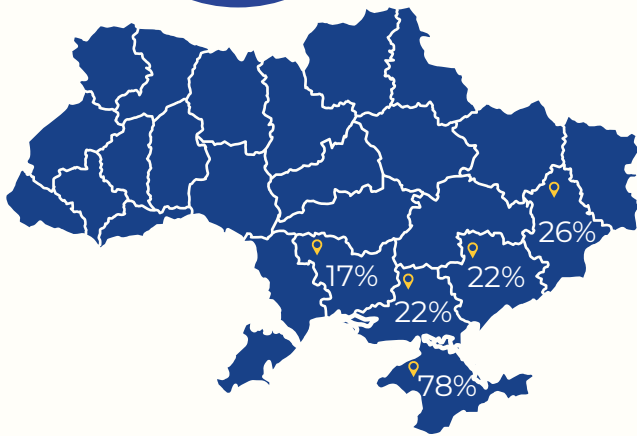




Details

RECOVERY RESERVE

Reserve of employees of state bodies to work in the de-occupied territories of Ukraine was created according to the Resolution of the Cabinet of Ministers of Ukraine No. 524 'On Implementation of the Pilot Project on Creation of the Reserve of Employees of State Bodies for Work in the De-occupied Territories of Ukraine'.



EDUCATIONAL MARATHON 'Organisation of work in the de-occupied territories'

978
participants

4
months
of education

14
thematic
training sessions



Lecturers are representatives of the Cabinet of Ministers of Ukraine, the National Agency of Ukraine for Civil Service, the High School of Public Governance, the Hague Academy of Municipal Governance, etc.



DIGITALISATION OF THE CIVIL SERVICE



HRMIS

As of the beginning of 2025, the Human Resource Management Information System (HRMIS) in public authorities were connected:

768 state bodies

39 665 employees

To ensure the system's sustainability, the NAUCS and the HRMIS Vendor signed a technical support agreement.

Training was held for 1000 civil servants under the advanced training programme 'Basic Principles of HRMIS in Public Authorities'.

The full system cycle was covered: from the registration in HRMIS to the calculation of salaries in the system.

The HRMIS team provided continuous consulting and technical support to users, system administration, and project support.

According to the results of a questionnaire of the staff of the government bodies, the level of support provided to the users by HRMIS administrators was 4.06 points out of 5 (as of 01.11.2024).

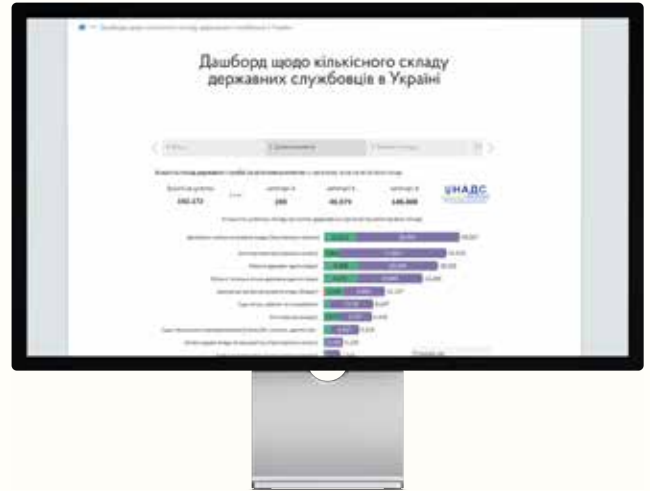
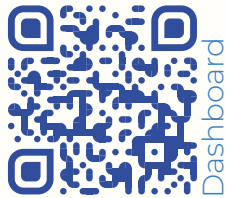


DASHBOARD

on the quantitative composition of civil servants

A tool for monitoring and analysing the quantitative composition of civil servants.

It allows tracking the dynamics, analysing statistical data and personnel trends.

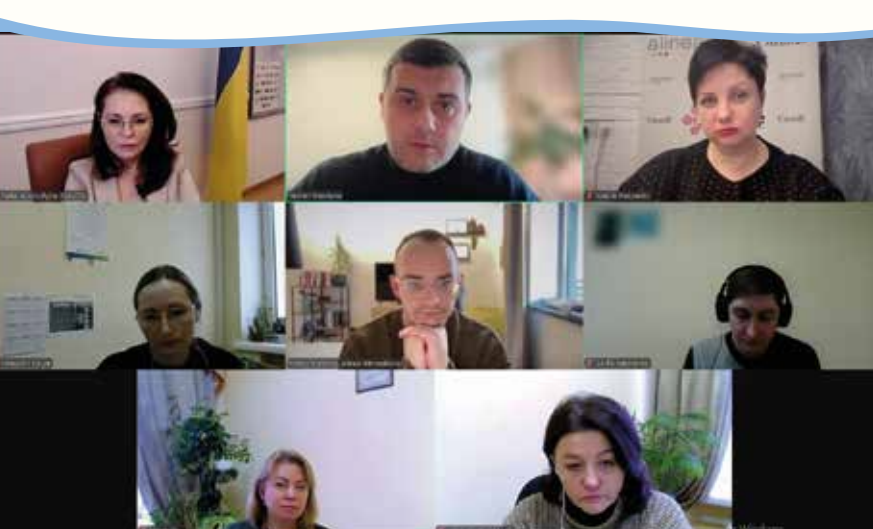
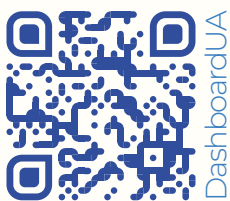


PROJECTUA

The Results-Based Management (RBM) methodology was introduced in the form of the Information System 'System of Strategic Planning, Monitoring and Evaluation Based on the Principles of Results-Based Management' (ProjectUA).

The system allows automating the process of monitoring work plans, tracking tasks in real time, ensuring transparent planning and distribution of strategic, operational and project activities among departments and employees.

DashboardUA was created as a webpage on the NAUCS portal as a public tool for determining the current progress in the implementation of the Work Plan.



PROTECTION OF THE RIGHT TO CIVIL SERVICE

CONTROL

of compliance with the conditions for implementing this right



The NAUCS and its territorial bodies carried out 101 control measures and identified 757 non-compliances and violations of the law by state bodies:



440 regarding civil service;



246 on organisation, management of civil service in a state body and legal status of civil servants;



42 termination of civil service;



29 on admission to the civil service.



596 proposals were submitted to improve the state of work at the objects of control and eliminate the identified inconsistencies or violations of the Law.



Information on monitoring compliance with the conditions for exercising the right to civil service was sent to the Cabinet of Ministers.



The Government, at the initiative of the NAUCS, issued relevant instructions. As a result, 118 central and local executive authorities and other state bodies took measures to:



bring their regulations in line with the requirements of the law;



take preventive measures to avoid violations of the law, eliminate the causes and conditions that contribute to them;



organising the review of complaints submitted to the Head of the civil service according to Article 11 of the Law of Ukraine 'On Civil Service'.



Information
Control



Details

Methodological recommendations on the preparation of materials for monitoring compliance with the conditions for exercising the right to civil service in files and their storage were prepared.



Monitoring

Disciplinary proceedings were monitored:

2 967
initiated
and applied

1 753
disciplinary measures
were initiated



Clarification

Clarifications were provided 'On Certain Issues of Ensuring Effective Performance of Functions of State Authorities by Civil Servants under Martial Law'.



SPECIAL CHECKS on candidates for positions to be appointed by the President of Ukraine, the VRU or the CMU



Preparation and submission of requests to the state bodies involved in conducting special background checks and summarisation of the information received from them for appointment or election is ensured:

- 192** at the request of the Minister of the Cabinet of Ministers of Ukraine;
- 132** at the request of the Head of the Office of the President of Ukraine;
- 37** at the request of the Chief of Staff of the Verkhovna Rada of Ukraine.



Electronic automated exchange of information in the format of cryptographically encrypted messages between the National Agency, the Cabinet of Ministers, the Secretariat of the Verkhovna Rada and most state agencies that verify information on persons applying for office was ensured.

- 3009** cryptographically encrypted messages;
- 645** paper requests.



An electronic automated exchange of information with the Ministry of Defence of Ukraine and the TRC on the applicant's attitude to military duty is being introduced.

LEGAL SUPPORT



We reviewed 1468 citizens' appeals and letters from government authorities and local self-government bodies regarding the application of legislation on civil service and service in local self-government.



The most relevant issues raised by citizens were:



remuneration of labour in state bodies that have/have not classified positions;



remuneration of employees of state bodies and local self-government bodies who exercise their powers in the territories where military operations are (were) conducted;



appointment to civil service and local government positions during the period of martial law;



the status of employees of military administrations of settlements exercising the powers of local self-government bodies and their remuneration.



19 draft laws were processed:



3 on issues related to the NAUCS competence submitted to the VRU.



Draft letters were prepared based on the results of reviewing 71 draft regulations and other documents received from other agencies for approval.



Reviewed 177 draft orders of the National Agency and 12 other documents submitted to the Head of the National Agency for signature for compliance with the legislation and international treaties of Ukraine.



Adopted:



7 resolutions of the Cabinet of Ministers;

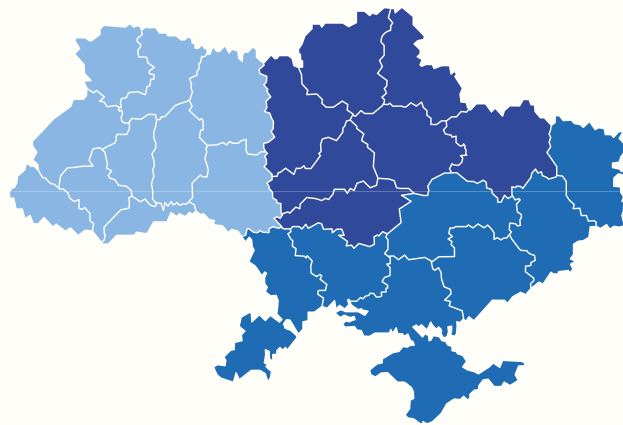


6 orders of the Cabinet of Ministers;



14 orders of the NAUCS registered with the Ministry of Justice of Ukraine.

TERRITORIAL DEPARTMENTS OF THE NAUCS



CENTRAL Territorial Department

28

control measures

177

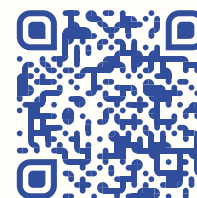
violations of civil service legislation

3 000

written and oral applications, appeals, inquiries, letters

293

communication and training activities



SOUTH-EASTERN Territorial Department



28

control measures

196

violations of civil service legislation

3 416

written and oral applications, appeals, inquiries, letters

126

communication and training activities

WESTERN Territorial Department

40

control measures

258

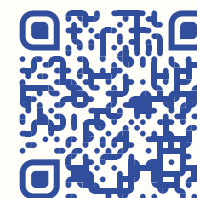
violations of civil service legislation

6 794


written and oral applications, appeals, inquiries, letters

316

communication and training activities




MEMORANDUMS AND AGREEMENTS

 Memorandum between the NAUCS, the High School of Public Governance and the All-Ukrainian Association of ATC to strengthen the institutional capacity of local self-government bodies.

 Memorandum between the NAUCS, the High School of Public Governance and the State University of 'Zhytomyr Polytechnic'.


 Memorandum between the NAUCS and 'KROK' University.


 Memorandum between the NAUCS and 'VESTA' Volunteer Association.

 Memorandum between the NAUCS and the USAID Project 'Promoting Integrity in the Public Sector' (Pro-Integrity).





 Intergovernmental Agreement on the provision of a Grant to the Government of Ukraine for the implementation of the project 'Scholarship Program for Human Resources Development', signed by the Head of the NAUCS and the Ambassador Extraordinary and Plenipotentiary of Japan to Ukraine.

 Grant Agreement for the implementation of the Project for Human Resource Development Scholarship between the Government of Ukraine and Japan International Cooperation Agency.

 Memorandum between the NAUCS and the NGO 'Partnership Mediation Institute'.

 Memorandum between the NAUCS and 'Zaporizhzhia Polytechnic'.



COMMUNICATION AND INTERACTION

Prepared and published:




Details


 **379** news on the official website of the NAUCS;


 **423** information posts on social media;

 **6** author's columns by the Head of the NAUCS in leading media sources;

 **4** interviews with the Head of the NAUCS for 'Apostrophe', 'Glavkom', 'Ekonomichna Pravda', and 'Ukrainian Radio'.

 Eight electronic consultations with the public were organized.

 Organization of 4 meetings of the Public Council under the NAUCS was ensured.

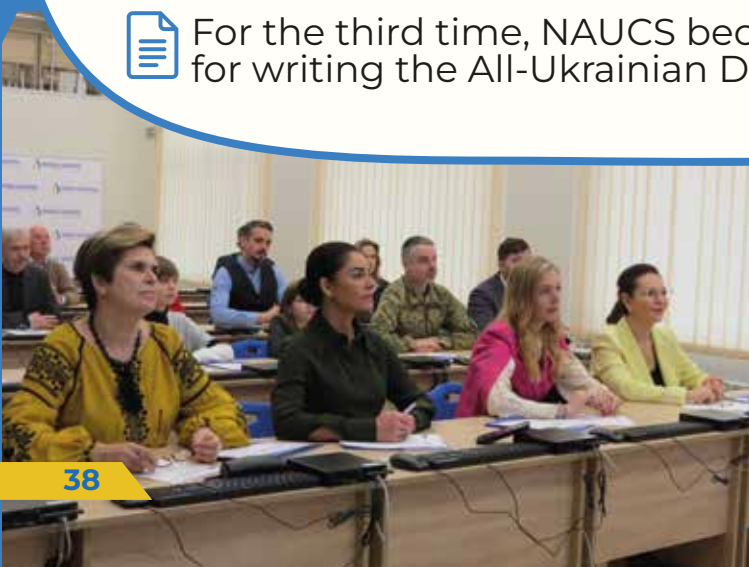
 More than 36 000 documents have been registered in the NAUCS EDMS:

- ✓ 16 460 letters from external correspondents,
- ✓ 1 370 appeals from citizens,
- ✓ 3 380 internal documents,
- ✓ 12 900 outgoing document.

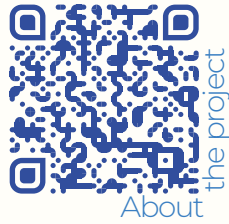
 430 requests for public information were processed.

 25 datasets were published on the Unified State Open Data Web Portal.

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



'CHYNOVNYKS UNDER THE BAN'



In June 2024, at the initiative of the Head of the NAUCS, an awareness-raising campaign 'No to Dishonest Officials' was launched.

The aim:

is to draw public attention to the negative connotation of the term 'chynovnyk' as a mentally and historically alien phenomenon and to encourage citizens to use Ukrainian equivalents to correctly position civil servants.

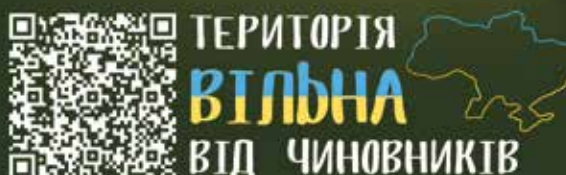
The main message:

The main message: 'In Ukraine, there are no 'chynovnyks.' Instead, we have national equivalents – civil servants and public servants.'

As part of the first stage, a rapid poll was conducted among civil servants from all over Ukraine (about 1.5 thousand respondents), and a number of information publications and visual materials were prepared and distributed.

In November 2024, the second stage of the campaign, 'Territory Free of Chynovnyks,' was initiated. All-Ukrainian flash mob of the same name was held.

Thematic posters were placed in the premises of the CEB, RSA and DSA.





EUROPEAN AND EURO-ATLANTIC INTEGRATION

IMPLEMENTATION OF TWINNING AND TAIEX INSTITUTIONAL BUILDING INSTRUMENTS

► The Center for Adaptation of the Civil Service to the Standards of the European Union serves as the Administrative Office of the Twinning Program in Ukraine and coordinates the implementation of the TAIEX institutional development instrument in Ukraine.

WORKPLAN

of Twinning projects consists of 78 projects, of which:



■ projects completed



■ at the stage of Twinning Fiche Preparation



■ projects under implementation

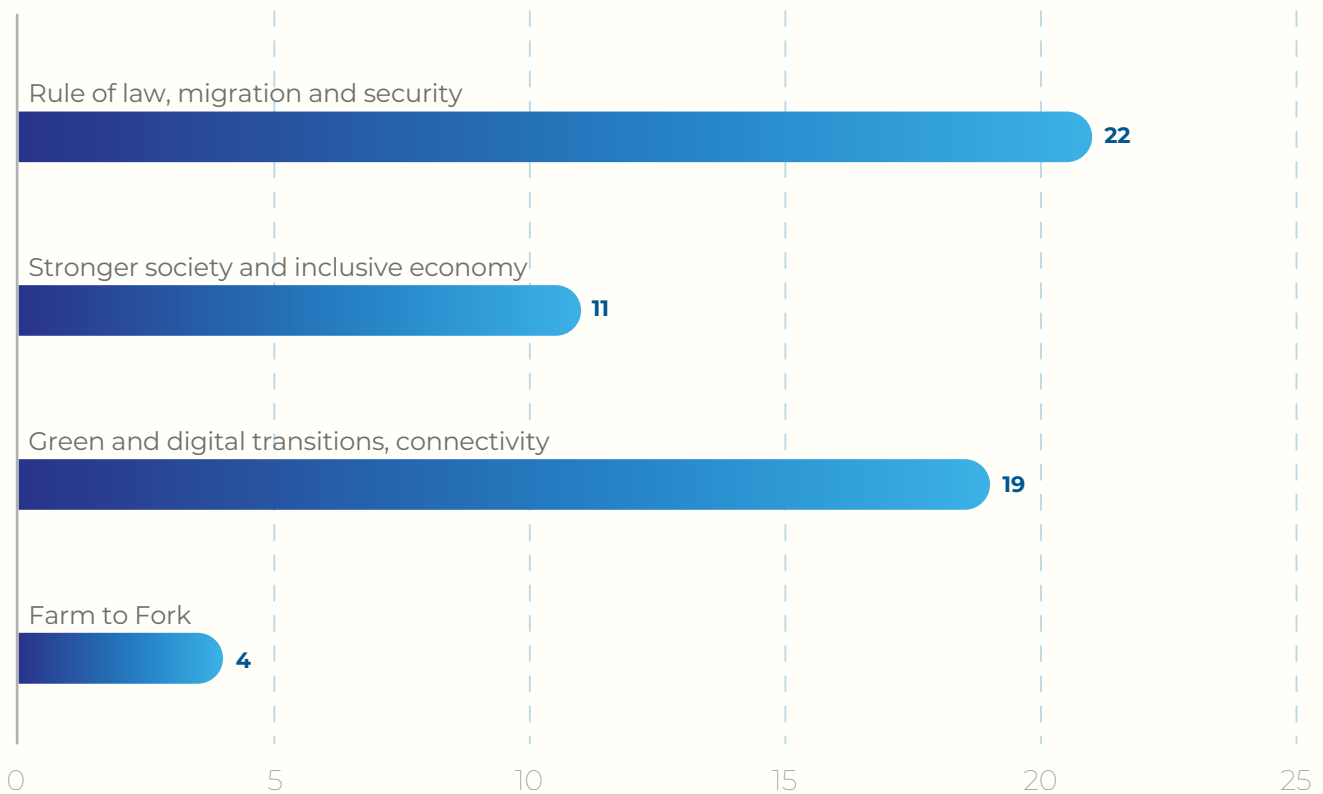
TWINNING PROJECTS BY AREA OF INVOLVEMENT:



WITHIN THE FRAMEWORK OF THE TAIEX INSTRUMENT,

► the coordination of the preparation of 114 TAIEX applications and their submission to the European Commission was ensured. Methodological and advisory assistance to 42 government authorities was provided. 1377 representatives of government authorities took part at 15 multi-country workshops, initiated by the European Commission and 42 events initiated by Ukraine (21 study visits, 5 expert missions and 16 workshops).

WORKPLAN



COOPERATION WITH SIGMA

► The Center for Adaptation of the Civil Service to the Standards of the European Union, in partnership with the SIGMA programme, conducted a number of activities aimed at raising public administration standards, improving the quality of public services and integrating European practices.



SIGMA

Creating Change Together



A MEETING WAS HELD:



Head of the NAUCS with the Head of the SIGMA Programme to consider areas of cooperation on civil service reform;



Representatives of the Center for Adaptation of the Civil Service to the Standards of the European Union with representatives of the GIZ project, the OECD/SIGMA Programme and the European Institute of Public Administration (EIPA) to discuss areas of cooperation within the framework of the new project "Towards a Sustainable Approach to Quality Governance in the Eastern Partnership Countries";



Head of the NAUCS with the SIGMA Regional Manager to discuss training programmes for civil servants;



Head of the NAUCS with SIGMA experts to align new projects.



ENSURING THE IMPLEMENTATION OF MEASURES TO COORDINATE THE IMPLEMENTATION OF THE QUALITY MANAGEMENT SYSTEM IN EXECUTIVE AUTHORITIES (CAF)

- ▶ Since 2019, the Center for Adaptation of the Civil Service to the Standards of the European Union received the status of the Ukrainian National CAF Resource Centre.





With the support and assistance of the OECD/SIGMA, the GIZ Regional Fund "Administrative Reform in the Eastern Partnership", a seminar "Quality Management for Successful Public Administration Reform" was held.



The topic is the role of total quality management in stimulating transformational reforms in the public sector in Ukraine.



The Center provided methodological and advisory support to government authorities on the implementation of the CAF quality management system and expert support for the review of the quality management system by applying the CAF Common Assessment Framework.

IMPLEMENTATION OF TASKS AND MEASURES IN THE FIELD OF EURO-ATLANTIC INTEGRATION

The Center coordinates the achievement of the interoperability objective IO 0205 "Professional civilian education and training system" within the framework of the implementation of the Concept of the Interoperability Roadmap with NATO.



ENSURED:



Participation of the Head of the NAUCS in the Meeting of the Commission for Coordination of Euro-Atlantic Integration of Ukraine chaired by the Vice Prime Minister for European and Euro-Atlantic Integration of Ukraine - Minister of Justice of Ukraine.





Development of objective 0205 "Professional Civilian Education and Training System" of the List of initial NATO requirements for interoperability requirements for Ukraine jointly with the Government Office for the Coordination of European and Euro-Atlantic Integration of Ukraine;

Implementation of the Action Plan for the preparation of Ukraine's participation in the NATO Summit in Washington, D.C, USA;

Basic assessment to determine the current state of achievement interoperability requirements as part of the implementation Stage 3 of the Concept Roadmap for interoperability with NATO;

Implementation of the Action Plan following the visit of NATO Secretary General Mark Rutte to Ukraine.

COOPERATION WITH THE GOVERNMENT OF JAPAN AND THE JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)

In the framework of cooperation with JICA, 33 training courses were implemented, in particular in the following areas:

- economic policy;
- agricultural and food policy;
- financial policy;
- audit;



- tax and customs policy;
- digital policy;
- State building and policy planning;
- local government;
- human resources management in the civil service;
- gender policy;
- disability rights.

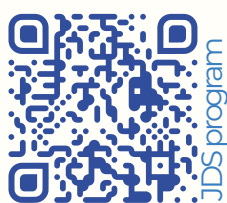
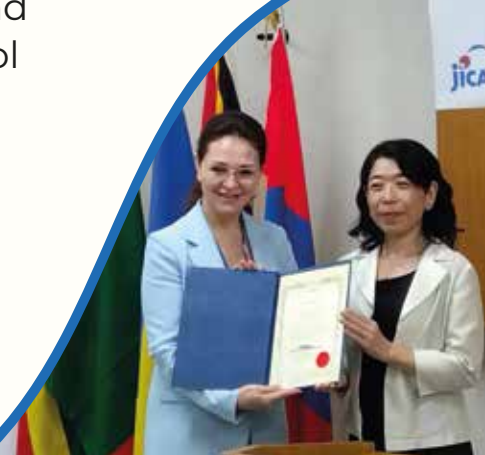


➤ A Scholarship Project has been launched to support human resource development in Ukraine by accepting highly qualified young civil servants as JDS scholars to Japanese universities.



In 2024, 2 candidates from the The Ministry of Agrarian Policy and Food of Ukraine were selected and sent to study under the Master's programme "Master of Social Development and Administration (MSDA)" at the Graduate School of Social Design Studies, Rikkyo University, Japan.

Governmental H
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Japan Inter



Website



COOPERATION WITH THE GOVERNMENT OF THE REPUBLIC OF KOREA AND THE KOREA INTERNATIONAL COOPERATION AGENCY (KOICA)



The Center, jointly with the Korea International Cooperation Agency (KOICA), provided advanced training for civil servants, employees of SOEs, institutions, and organizations, and promoted institutional capacity development in four areas:

- Capacity Improvement & Advancement for Tomorrow (CIAT);
- KOICA CIAT Fellowship Programme;
- Knowledge Sharing Program (KSP);
- Official Development Assistance (ODA) programmes.



INCREASING THE LEVEL OF PROFESSIONAL COMPETENCE OF PUBLIC SERVANTS

As part of measures to strengthen the capacity of the professional training system for civil servants, the Center



ENSURED:



analysis of the needs for institutional capacity and staffing of government authorities responsible for fulfilling Ukraine's obligations in the field of European integration at the central and regional levels;



annual identification of the needs of ministries, central executive authorities, and other government authorities with jurisdiction over the entire territory of Ukraine for specialists in the field of Ukraine's Euro-Atlantic integration and their professional training;



preparation of 2 analytical reports:

- analytical report on the results of professional training of civil servants of ministries, other central and local executive bodies at the expense of international technical assistance and other forms of international cooperation for 2023;
- analytical report on the needs and priority areas of professional training of civil servants and heads of public enterprises, institutions, organisations through international technical assistance and other forms of international cooperation for 2024.

PUBLIC EVENTS

TRAINING COURSE 'THE PRACTICE OF EU NEGOTIATIONS: FROM CANDIDATE TO COUNCIL'

On April 22-26, the training course 'The Practice of EU Negotiations: From Candidate to Council', aimed at increasing the professional level of public servants in the area of European Integration and providing an insider's review of the EU decision-making process, including modelling both standard and crisis situations, was held.

The participants improved negotiation skills, effective communication and socialization techniques in a professional context.

The course was taught by Alejandro Ribo Labastida, Professor at the College of Europe and the European Diplomatic Academy.



INTERNATIONAL SEMINAR ON EUROPE DAY

"Organization of the Negotiation Process
in the EU: Experience of Foreign Countries"

► Participants had the opportunity to consider the dynamics of decision-making in the EU, the experience of EU Member States and candidates for accession, the current state of Ukraine's negotiations, gender mainstreaming, and the role of international and Ukrainian experience in organizing training for civil servants on European Integration.



Video

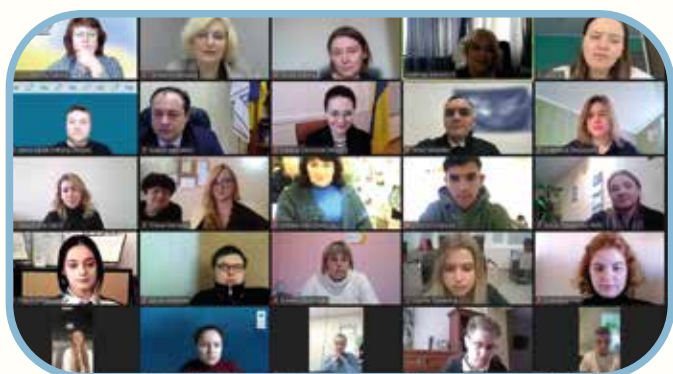


COMPETITION OF CREATIVE WORKS AMONG YOUNG PEOPLE

The competition started on June 24 and was held in three stages in seven nominations:



- ▶ 'Equal Rights and Opportunities for Women and Men';
- ▶ 'Political Education and Political Culture';
- ▶ 'Youth in Public Administration: New Approaches and Prospects';
- ▶ 'Rebuilding and Restoring the Education System under Martial Law';
- ▶ 'Public Service of My Dreams';
- ▶ 'Efficiency Tools in Public Institutions';
- ▶ 'Restoring Ukraine on the Values of Human Rights'.



The organizing committee received 249 submissions: 209 textual works and 40 video works.

The largest number of works were submitted in the 'Equal Rights and Opportunities for Women and Men nomination'.

In total, young people from more than 100 localities in Ukraine and Poland took part in the competition.



RICHELIEU PUBLIC SERVICE FORUM

On September 25-27, 2024, the annual Richelieu Public Service Forum 'Public service of Ukraine in times of war: rethinking identity' was held.

The first day of the Richelieu Forum was devoted to international cooperation, partnership and exchange of experience in public administration reform.



Website



The second day is the Integrity Forum for Civil Servants and Local Government Officials.

The third day of the Richelieu Forum was devoted to gender-responsive and inclusive public service: international seminar "Gender Responsible and Inclusive Public Service".

Special guests of this year's event became:

- ✓ Oleh Chaban, Ukrainian psychiatrist, professor, academician;
- ✓ Simon Madden, Director of Integrity and Ethics at the Cabinet Office, part of the UK Government;
- ✓ Dr David Bish, Head of Academic Programmes at EF Language Learning Solutions Ltd.



View the Forum



PARTNERS FORUM

An annual event with representatives of embassies, international technical assistance projects and programs, Ukrainian and international non-governmental organizations.

The aim is to discuss the directions of development of government authorities and local self-government bodies, and the support by international partners in implementing transformations in these areas.



НАДС
НАЦІОНАЛЬНЕ АГЕНТСТВО МІСЬКАГО
І СІЛЬСЬКОГО РОЗВИТКУ

Центр адаптації державних служб
до стандартів Європейського Союзу
Технічний відділ з розвитку державних служб

ВИЩА ШКОЛА
ПУБЛІЧНОГО УПРАВЛІННЯ

ФОРУМ ПАРТНЕРІВ PARTNERS FORUM

15 November 2024 11:00 - 13:00

ZOOM

2024 - 2025

PRIORITIES for 2025

Implementation of a remuneration system reform of civil servants based on position classification in accordance with the principles of public administration set out in the Organisation for Economic Co-operation and Development (OECD, SIGMA) programme.



Improving legislation on the position classification of the civil service.



Development of remuneration conditions for civil servants based on the position classification for 2026.



Connecting new accounts to the human resources management information system (HRMIS) in government authorities.



Updating the regulatory framework for professional training.



Implementation of an assessment of the state of the professional training system based on monitoring studies conducted according to certain indicators (*management indicators*).



Development of legislation to restore and improve the tender procedure.



Implementation of the values of a barrier-free environment, involvement of veterans in public service.



Conducting an awareness-raising campaign on the implementation of Law No. 3077 "On Service in Local Self-Government."

