



# COOPERATION AND INTEGRATION

WITH INTERNATIONAL TECHNICAL ASSISTANCE  
PROJECTS, INTERNATIONAL ORGANISATIONS AND  
NON-GOVERNMENTAL ORGANISATIONS

**2024 - 2025**

**PARTNERS FORUM 2024**

# Nataliia ALIUSHYNA

## Head of the NAUCS



The Partners' Forum is a unique opportunity to summarise the results of international cooperation, discuss prospects and assess challenges for the public service.

I would like to note that the NAUCS greatly appreciates the contribution of its partners in supporting Ukraine. Our friends from all over the world help us to survive, strengthen and achieve significant results.

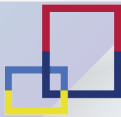
We recognize that on its way to full membership in the EU, Ukraine needs to engage in deeper cooperation with international partners. Our goal is to build a professional, prestigious, digitized civil service system. In view of this, it is important for all of us to achieve the proper dynamics and synergy of efforts.

We forward to continued support of technical assistance projects. The key areas of change include promoting the remuneration system reform of the civil servants based on the position classification, improving Ukraine's legislation on civil service and service in local self-government bodies, strengthening the capacity of the system of professional training for civil servants and local self-government bodies, and enhancing the capacity of government authorities to effectively manage the European integration process.

Ukraine sincerely hope for fruitful cooperation with all international partners to develop a professional, efficient, stable and politically impartial public service.



# OUR PARTNERS:



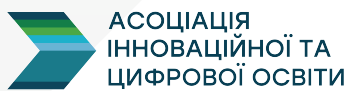
CIDS



Підтримка доступності послуг в Україні



International Language Centres



The Hague Academy for local governance



## STRATEGIC OBJECTIVES OF THE NAUCS ACTIVITIES

01

ENSURING THE FORMATION AND IMPLEMENTATION OF STATE POLICY IN THE FIELD OF CIVIL SERVICE AND SERVICE IN LOCAL SELF-GOVERNMENT BODIES

02

PROVISION OF ADVISORY AND METHODOLOGICAL SUPPORT, INFORMATION SUPPORT AND EXCHANGE OF EXPERIENCE ON CIVIL SERVICE AND SERVICE IN LOCAL SELF-GOVERNMENT BODIES

03

ANALYTICAL ACTIVITIES, EVALUATION OF CIVIL SERVANTS, IMPROVEMENT OF THE EFFICIENCY OF THE NAUCS AND ITS TERRITORIAL BODIES

04

INFORMING THE PUBLIC ABOUT THE STATE POLICY IN THE FIELD OF CIVIL SERVICE AND SERVICE IN LOCAL SELF-GOVERNMENT BODIES

05

INCREASING THE LEVEL OF PROFESSIONAL COMPETENCE OF CIVIL SERVANTS, HEADS OF LOCAL STATE ADMINISTRATIONS, THEIR FIRST DEPUTIES AND DEPUTIES, LOCAL SELF-GOVERNMENT BODIES AND DEPUTIES OF LOCAL COUNCILS

06

ADAPTATION OF THE CIVIL SERVICE TO THE STANDARDS OF THE EUROPEAN UNION



## DELEGATION OF THE EUROPEAN UNION TO UKRAINE

*The Delegation of the European Commission to Ukraine was opened in Ukraine in 1993. The Delegation has the status of a diplomatic mission and officially represents the European Union in Ukraine. Within the framework of cooperation with the*

*Delegation, the European Union Twinning and TAIEX instruments are implemented.*



### TWINNING

Twinning is an institutional building instrument, within the framework of which cooperation takes place at the level of civil servants of similar government authorities of the member states of the European Union and Ukraine. It provides long-term assistance for the purpose of implementing the elements of public administration necessary for the adaptation of national legislation to the norms and standards of the European Union. Ukraine started using the instrument in 2006.



## TAIEX SHARING EU EXPERTISE SINCE 1996

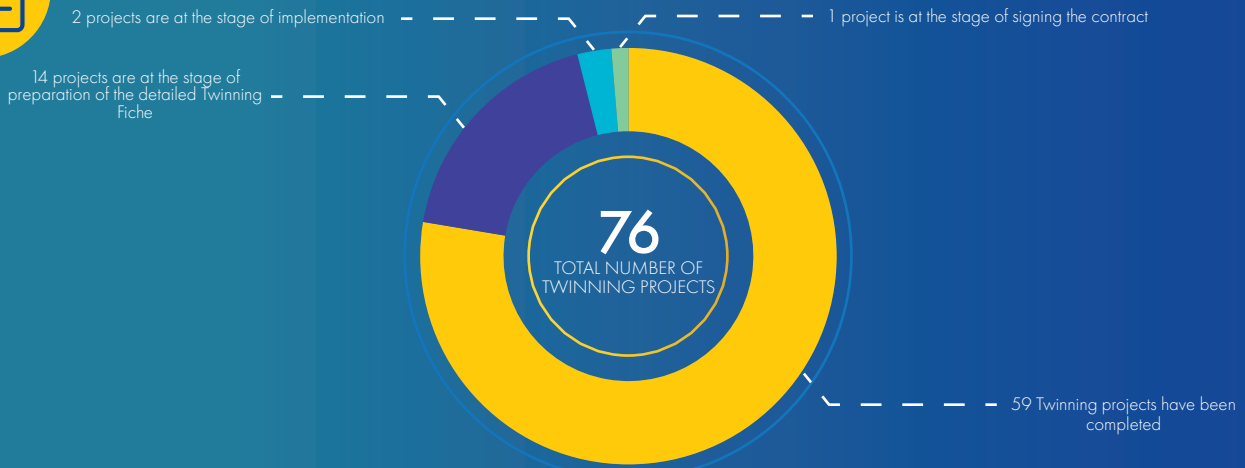
TAIEX is an instrument for short-term technical assistance and information exchange provided by the European Commission for the purpose of building institutional capacity, approximation and implementation of national legislation to the legislation of the European Union, as well as its further effective application. Ukraine started using the tool in 2006.

## AREAS OF COOPERATION:

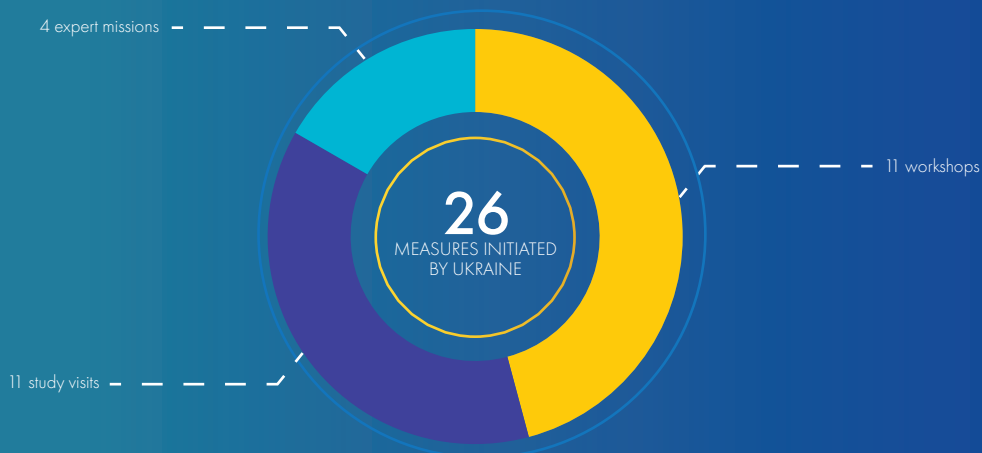


Implementation of external assistance programmes of the European Union, including Twinning and TAIEX.

Within the framework of the Twinning instrument during 2024: 59 Twinning projects have been completed, 2 projects are at the stage of implementation, 14 projects are at the stage of preparation of the detailed Twinning Fiche, 1 project is at the stage of signing the contract. The total number of Twinning projects is 76. As part of the European Commission's Plan for attracting external assistance in the framework of Twinning for 2024, 38 Twinning applications were sent for consideration by the European Commission.



Within the framework of the TAIEX instrument during 2024: 988 representatives of state authorities took part in 10 multi-country workshops initiated by the European Commission and 26 events initiated by Ukraine, including:



As part of the European Commission's External Assistance Plan under the TAIEX for 2024, 60 TAIEX applications were sent and approved for consideration by the European Commission.



## ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT – OECD (INCLUDING SUPPORT FOR IMPROVEMENT IN GOVERNANCE AND MANAGEMENT (SIGMA) PROGRAM)

*The Organisation for Economic Co-operation and Development (OECD) is an international organization that works to develop better policies for a better life. In its work, the OECD works closely with policymakers, stakeholders and citizens to set evidence-based international standards and find solutions to social, economic and environmental problems. Cooperation between Ukraine and the OECD began in 1997.*

*The SIGMA Programme is one of the most prestigious think tanks of the European Union, which was launched in 1992 on the initiative of the Organization for Economic Co-operation and Development (OECD) and the European Union. The SIGMA Programme helps countries plan and implement their priority reforms through bilateral technical assistance projects, regional activities and horizontal initiatives.*

### AREAS OF COOPERATION WITHIN THE OECD:



Expert support in filling out the OECD questionnaire “Overview of public administration in Ukraine” within section 4 “Public service of the future”.



Participation in the organization and holding of seven webinars in Ukraine on integrity issues in cooperation with the National Agency on Corruption Prevention and the USAID and UK International Development Project “Promoting Integrity in the Public Sector” (Pro-Integrity).



## AREAS OF COOPERATION WITHIN THE SIGMA PROGRAMME:



Participation in the preparation of the SIGMA Programme Work Plan for April 2024 – July 2025 based on the Monitoring Report on the compliance of the public administration system of Ukraine with the European Principles of Public Administration for 2023.



Holding several working meetings with SIGMA representatives to discuss areas of cooperation, in particular within the framework of the new project "Towards a sustainable quality management approach in the Eastern Partnership countries".

### EXPERT SUPPORT:



Participation in the support of the draft Law of Ukraine "On Amendments to the Law of Ukraine "On Civil Service" regarding the implementation of uniform approaches to the remuneration of civil servants based on the position classification" (reg. No. 8222).



Preparation of the opinion regarding the elements of the bonus for the level of English language proficiency within the framework of the implementation of the Law of Ukraine "On the Use of the English Language in Ukraine".



Participation in the solutions search to current issues of public administration in the context of the approximation of Ukrainian legislation to the basic standards of the European Union, in particular regarding the resolution of collective labour disputes (conflicts) in the civil service and in local self-government bodies, including the extension of the right to strike to civil servants. For this, SIGMA conducted a research and provided Comments on the right to strike in the public service – "Comparative study for the civil service of Ukraine (March 2024)". The work mentioned was sent by the NAUCS letter for consideration by the Committee of the Verkhovna Rada of Ukraine on Social Policy and Protection of Veterans' Rights as part of the work on the draft Law of Ukraine "On collective labour disputes" (a new version of the Law of Ukraine "On the Procedure for resolving collective labour disputes (conflicts)").



Introduction of periodic working meetings between the Head of the NAUCS and representatives of the SIGMA Programme with the participation of other representatives of the NAUCS for the purpose of advisory and methodological support for topical issues of the remuneration system reform of the civil servants.



Organization of expert events on the remuneration system reform, in particular the joint event of GIZ and OECD/SIGMA "The reform of public service salary systems" in Riga (Latvia) and the SIGMA seminar for representatives of civil service coordination bodies from the Eastern Partnership countries and the Western Balkans countries "Comparison of the level of remuneration in the public service with the private sector".



Joint consultative work with SIGMA Programme regarding the draft Law of Ukraine "On Amendments to certain laws of Ukraine on stimulating the participation of government authorities and local self-government bodies in the implementation of programmes and projects of international technical assistance and cross-border cooperation" (reg. No. 10284 as of November 24, 2023, submitted by Bezgin V. and others). Based on the results of the cooperation, NAUCS has prepared its position on the above-mentioned draft Law, which has been submitted to the Committee of the Verkhovna Rada of Ukraine on the organization of state power, local self-government, regional development and urban planning. SIGMA Programme, has prepared its own conclusion.

## ASSISTANCE IN THE ORGANIZATION OF EVENTS:



International seminar  
"Quality management  
for successful public  
administration reform"  
(September 24,  
2024).



Module I "Creating  
foundations through  
perfect partnership" of  
the training "Towards a  
sustainable quality  
management  
approach in the  
Eastern Partnership  
countries" (February  
27 – March 1, 2024,  
Podgorica,  
Montenegro).  
*(jointly with GIZ within the  
framework of the Eastern  
Partnership Regional Fund for  
reengineering and digitization  
projects)*



Training "Elevating  
excellence:  
awareness raising  
and initial capacity  
building in the CAF  
towards sustainable  
success" (June 10-14,  
2024, Maastricht,  
the Netherlands).  
*(jointly with GIZ within the  
framework of the Eastern  
Partnership Regional Fund for  
reengineering and digitization  
projects)*

## INFORMATIONAL SUPPORT, IN PARTICULAR FOR USE IN THE WORK OF THE NAUCS, IS PROVIDED:



Collection of PAR strategies of candidate countries for membership of the European Union (a method of planning remuneration reforms and reporting on implementation).



Two short notes: centralization/decentralization of remuneration systems and one or more evaluation systems.



SIGMA Programme publication "Salary systems in public administration and their reforms: guidance for SIGMA partners", which highlights the experience of Ukraine and the activities of the NAUCS in the direction of reform.



## COUNCIL OF EUROPE

*The Council of Europe is the leading human rights organisation on the continent. It has 46 member states, including all Member States of the European Union. Member States of the Council of Europe have acceded to the European Convention on Human Rights, a treaty aimed at protecting human rights, democracy and the rule of law. The European Court of Human Rights supervises the implementation of the*

*Convention in Member States.*

## COUNCIL OF EUROPE PROGRAMME “STRENGTHENING GOOD DEMOCRATIC GOVERNANCE AND RESILIENCE IN UKRAINE”

*The programme “Strengthening Good Democratic Governance and Resilience in Ukraine” is implemented within the framework of the Council of Europe Action Plan for Ukraine “Resilience, Recovery and Rebuilding” for the 2023-2026. The Programme aims to strengthen Ukraine’s democratic governance and public administration at all levels in line with European standards during the war and post-war period (the Programme started in 2023).*

### AREAS OF COOPERATION:



Resource, including financial, support (starting in 2020) for the competition “Best practices of 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 members of local councils” in 2024.



Participation in the work of the Coordination Headquarters for the implementation of the Law of Ukraine “On Service in Local Self-Government bodies” as of May 2, 2023 No. 3077-IX under the NAUCS.



An information campaign to disseminate the results of the third Council of Europe study on the training needs of local self-government bodies, commissioned by the NAUCS at the end of 2023, and expert support in implementing the priorities identified in it.



Presentation and dissemination of the manual "Novelties of the Law of Ukraine "On Service in Local Self-Government bodies" as of May 2, 2023: Comments and Comparative Analysis", prepared in cooperation with the Association of Ukrainian Cities and in coordination with the National Agency of Civil Service.



Participation in the preparation of the section "4.3. Professional training needs of local self-government representatives" of the Report of the Head of the NAUCS on the state of the professional training of civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials and members of local councils in 2021-2023.



Cooperation in drafting a National Training Strategy for local self-government bodies at the regional and sub-regional levels.



Co-organisation of the XVI Richelieu Public Service Forum.

## PARTICIPATION OF EXPERTS IN THE WORK OF:



Expert advisory council on the approval of training programmes for civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials and members of local councils under the NAUCS.



Working Group on the development of the professional standard "Chief Administrative Officer of the Executive Office (Committee)";





Working Group on the development of the professional standard "Local self-government specialist on access to public information".



Working Group on the development of the draft acts and methodological recommendations necessary to ensure the implementation of the Law of Ukraine "On Service in Local Self-Government Bodies" as of May 2, 2023 No. 3077-IX



Working Group on the development of the draft standard general short-term training programme for representatives of personnel management services of the local self-government bodies on the implementation of the Law of Ukraine "On Service in Local Self-Government Bodies" as of May 2, 2023 No. 3077-IX



Working Group on the development of the standard general training programme for local self-government officials newly appointed to positions in local self-government bodies (for training within a year of appointment);



Working Group on the development of the standard general in-service training programme for local self-government officials first elected to an elected position (for in-service training within a year of taking office);



Working Group on the development of the standard general training programme for local self-government officials appointed to positions in local self-government bodies (for training at least once every three years);



Working Group on the development of the standard general training programme for local self-government officials elected or approved by the relevant council to an elected position (for training at least once during the term of office).

# COUNCIL OF EUROPE PROJECT “HELP (HUMAN RIGHTS EDUCATION FOR LAWYERS) FOR UKRAINE, INCLUDING DURING THE WAR”

The Project aims to improve the skills of current/future lawyers in Ukraine to ensure that they effectively apply European human rights standards, including in times of war.

The project started in 2023.

## AREAS OF COOPERATION:

ASSIST IN THE DEVELOPMENT AND IMPLEMENTATION OF TRAINING PROGRAMMES FOR PROFESSIONAL DEVELOPMENT:



“Strategic priorities for the implementation of European human rights standards at the national level”

Ensuring the protection of human rights in the Armed Forces

“Anti-discrimination: implementation of European human rights standards at the national level”

“Ensuring the protection of the rights of internally displaced persons”



Training of trainers under the special short-term training programme “Use of training technologies in the training of future tutors of the Council of Europe Programme of Human Rights Education for Lawyers HELP”



## JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)

The Japan International Cooperation Agency (JICA) is a government agency that coordinates official development assistance and promotes economic and social growth in developing countries and their international cooperation. Since its foundation in 1974, it has provided various types of technical assistance in more than 150 countries.

Today, JICA is one of the world's largest bilateral development agencies with the ability to provide technical assistance, concessional lending and grant funding in various areas of development. JICA's main programmes (assistance mechanisms) are technical assistance programmes and projects for capacity building and institutional development aimed at supporting the development of partner countries, in particular in the areas of technical assistance, infrastructure projects, community development, environmental protection, and human resource development.

## AREAS OF COOPERATION:



In 2024, 32 short-term training programmes will be implemented to provide advanced training for 38 people in the following areas: economic policy, agricultural and food policy, financial policy (including SMEs), audit, tax and customs policy, digital policy, state development and policy planning, local self-government, civil service human resources management, gender policy, disability rights, corruption prevention, access to information and the role of the media, education, healthcare, criminal justice, drug control, etc.



A scholarship project has been launched to support human resource development in Ukraine by enrolling highly qualified, young civil servants as JDS scholars to Japanese universities to participate in the development and implementation of social and economic development plans (within the framework of cooperation between the governments of Ukraine and Japan represented by NAUCS and JICA). As part of the above-mentioned JDS scholarship project, in 2024, 2 candidates from 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.



Facilitating the participation of the NAUCS representatives in the thematic training course "Governmental Human Resource Management (for Government Officials)" (August 30 –September 16, 2024, Tokyo, Japan).



# KOREA INTERNATIONAL COOPERATION AGENCY (KOICA)

*The Korean International Cooperation Agency (KOICA) is a South Korean government agency established in 1991 by the Ministry of Foreign Affairs of South Korea. It provides grant assistance and technical support to developing countries. In 2022, KOICA opened an office in Ukraine in line with the Korean government's policy of expanding assistance and cooperation with our country.*

Today, cooperation with KOICA provides for the training of civil servants, heads of state-owned enterprises, institutions, and organizations as part of the implementation:

- ✓ "Programme "Capacity Improvement & advancement for tomorrow" (CIAT).
- ✓ Knowledge Sharing Programme (KSP).
- ✓ Official Development Assistance (ODA) Programme.

## AREAS OF COOPERATION:



In 2024, cooperation was ensured within the framework of the CIAT and Knowledge Sharing (KSP) programmes and the Official Development Assistance (ODA) Programme.



As part of the CIAT Programme for the professional development of civil servants in Ukraine for 2024-2027, 30 people were trained in healthcare and medicine and a project proposal was prepared for the NAUCS for 2026 to support the reform of human resources management in the civil service.



Within the framework of the Knowledge Sharing Programme (KSP) and the Official Development Assistance (ODA) Programme for 2025/2026 and 2026/2027, organized by the Ministry of Economy and Finance of the Republic of Korea, the Korean side is considering 6 project proposals of government authorities for 2025/2026 and the NAUCS has started collecting project proposals for 2026/2027 from government authorities and local self-government bodies.



## UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID)

*The United States Agency for International Development (USAID) is an independent agency of the US federal government. USAID has been operating since 1961.*

*USAID is responsible for non-military US assistance to other countries. The main areas of USAID's work include support for trade, agriculture, economic growth, health, emergency humanitarian assistance, conflict prevention, and democracy in more than 100 countries.*

## USAID/FCDO PROJECT "PROMOTING INTEGRITY IN THE PUBLIC SECTOR" (PRO-INTEGRITY)



*The Promoting Integrity in the Public Sector (Pro-Integrity) Project has been implemented since 2023. The goal of this joint USAID/UK Dev (Pro-Integrity) Project is to reduce corruption and corruption risks to build a better Ukraine by achieving the following three objectives: strengthening institutional capacity to fight corruption at the national level to help prevent, detect and deter corruption; strengthening oversight of compliance with anti-corruption legislation and the fight against corruption in local self-government bodies; and increasing transparency and accountability in the recovery and reconstruction processes.*



## AREAS OF COOPERATION:



### ASSISTANCE IN ORGANIZING AND CONDUCTING EVENTS:

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Integrity Forum for civil servants and local self-government officials within the framework of the annual Richelieu Public Service Forum (26 September 2024)

Seven webinars on integrity in Ukraine in cooperation with the National Agency on Corruption Prevention and the Organisation for Economic Co-operation and Development (OECD).



Supporting the implementation of a project on the career development of veterans in public service, providing advice to female and male veterans.

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Launching an information campaign to engage female and male veterans and developing information posters.

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Support for the information campaign to promote integrity in the public service, advisory support.

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Expert support for draft acts developed by the NAUCS (providing comments).

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Expert support for the development of a standard general short-term training programme "Implementation of the Law of Ukraine "On Service in Local Self-Government Bodies" as of May 2, 2023 No. 3077-IX by the personnel management service in a local self-government body".

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Participation of experts in the work of the expert advisory council on the approval of training programmes for civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials and members of local councils.

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Facilitating the participation of representatives of the NAUCS in a bilateral meeting between Ukraine and the European Union and the official screening of the compliance of Ukrainian legislation with EU law under the negotiating section “Public Administration Reform”.



Training of authorized persons on corruption prevention and detection under the general short-term training programme “Implementation of the professional standard of anti-corruption work in the activities of government and local self-government bodies”.

## USAID/UK DEV PROJECT “SUPPORTING DIGITAL TRANSFORMATION”



**USAID**  
FROM THE AMERICAN PEOPLE



**UK International Development**

Partnership | Progress | Prosperity

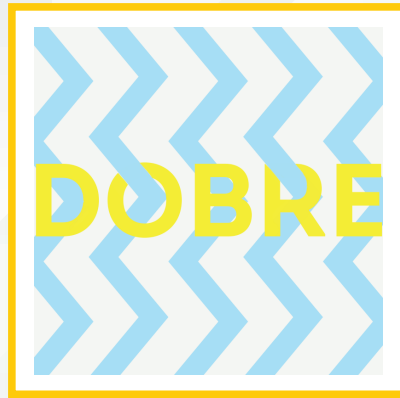
*The Digital Transformation Assistance (DTA) project is a five-year programme aimed at expanding Ukraine’s digital capabilities and creating sustainable ecosystems for a secure and successful future. The project is funded by the United States Agency for International Development (USAID) and the UK Government’s International Development Assistance Programme (UK Dev). The project is scheduled to be implemented in 2023-2028.*

### AREAS OF COOPERATION:



Conducting training under the general short-term programme “Access to public information for civil servants and local self-government officials”.

# USAID DECENTRALISATION OFFERING BETTER RESULTS AND EFFICIENCY (DOBRE) PROGRAMME



The USAID Decentralisation Offering Better Results and Efficiency (DOBRE) Programme is a nine-year programme implemented by Global Communities and funded by the United States Agency for International Development (USAID). DOBRE was launched in 2016 and since then has been helping territorial communities to take advantage of the opportunities and overcome the challenges associated with decentralization.

## AREAS OF COOPERATION:



Expert support and participation of experts in the working group on the preparation of draft acts and methodological recommendations necessary to ensure the implementation of the Law of Ukraine "On Service in Local Self-Government bodies" as of May 2, 2023 No. 3077-IX.

### PARTICIPATION OF EXPERTS IN THE WORK OF:



Working Group on the development of the professional standard "Chief Administrative Officer of the Executive Office (Committee)".



Coordination Headquarters for the implementation of the Law of Ukraine "On Service in Local Self-Government bodies" as of May 2, 2023 No. 3077-IX under the NAUCS.



Coordination Council for professional training of civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials, and deputies of local councils under the NAUCS.



Competition commission of the competition “Best practices of 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 members of local councils”.



Expert Advisory Council for approval of training programmes for civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials and members of local councils.

#### EXPERT AND ADVISORY SUPPORT FOR THE DEVELOPMENT:



Typical general short-term professional development programme for civil servants and local self-government officials called “Youth Work”.



Indicators for assessing the quality of professional development of civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials, and members of local councils.



Indicators for assessing the state of the vocational training system and conducting a study of the state of the vocational training system.

## USAID PROJECT “GOVERNANCE AND LOCAL ACCOUNTABILITY ACTIVITY” (GOVERLA)



USAID’s Project “Governance and Local Accountability Activity” (GOVERLA) has been implemented by DAI since 2021. The goal of the project is to assist the Government of Ukraine in further developing a sound legal framework for local self-governance, supporting sectoral and fiscal decentralization by: ensuring

further institutionalization and efficiency of the local self-government system in Ukraine; promoting the development of more independent local self-governance; and creating mechanisms that allow citizens to play an increasingly influential role in local self-governance processes.

## AREAS OF COOPERATION:



Expert support and participation of experts in the working group on the preparation of draft acts and methodological recommendations necessary to ensure the implementation of the Law of Ukraine "On Service in Local Self-Government bodies" as of May 2, 2023 No. 3077-IX.

### EXPERT AND TECHNICAL SUPPORT IN ORGANIZING AND CONDUCTING THE EVENT:

roundtable discussion  
"Implementation of the Law of Ukraine "On Service in Local Self-Government bodies" as of May 2, 2023 No. 3077-IX"  
(May 09-10, 2024)

Roundtable discussion on the  
Standard procedure for  
competitive selection of local  
self-government officials  
(September 13, 2024)



Expert support for the development of a draft Model procedure for competitive recruitment for local self-government officials.

### PARTICIPATION OF EXPERTS IN THE WORK OF:



Coordination Headquarters for the implementation of the Law of Ukraine "On Service in Local Self-Government bodies" as of May 2, 2023 No. 3077-IX under the NAUCS.



Expert advisory council to approve training programmes for civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials and local council members.





Competition committee of 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 members of local councils”.



## EXPERT AND CONSULTING SUPPORT FOR THE DEVELOPMENT OF:

Standard general professional (certificate) training programmes for civil servants newly appointed to the civil service category “B” and civil servants newly appointed to the civil service category “C”

Standard general short-term training programme “Implementation of the Law of Ukraine “On Service in Local Self-Government bodies” as of May 2, 2023 No. 3077-IX by the personnel management service in a local self-government bodies”

## USAID “DREAM AND ACT” PROGRAM



*The USAID “Dream and Act” Programme is aimed at the development and support of youth in Ukraine. The Programme promotes youth innovation and entrepreneurship, employment and career development, strengthening youth participation in decision-making in communities and at the national level, and also increases the potential of Ukrainian youth to be a driving force of tolerance and respect for diversity.*

*The Programme engages young Ukrainians in the development and implementation of projects and initiatives, strengthens the capacity of various institutions to provide quality services to young people, and conducts research to inform youth policy and drive effective and sustainable change. By creating a*

*favourable environment and restoring access to formal and non-formal education, the Programme strengthens the opportunities for young people to realize their dreams, ideas and vision for the country's development.*

## **AREAS OF COOPERATION:**



Expert and technical support for the organization of the strategic session "Internships for young people in state and local self-government bodies".

### **EXPERT SUPPORT OF:**



Preparation of the draft methodological recommendations for conducting internships for young people who are not in civil service positions in state authorities.



Preparation of the draft Strategy for attracting young people to civil service and local self-government for 2025-2027.



Participation of experts in the activities of the Coordination Headquarters for the implementation of the Law of Ukraine "On Service in Local Self-Government bodies" as of May 2, 2023 No. 3077-IX under the NAUCS.



## **UN PROGRAMMES AND PROJECTS**

*The United Nations (UN) is a global international organization founded in 1945. The declared purpose of the organisation is to maintain and strengthen peace and international security, and to develop cooperation between the world's states.*

*The UN system includes many autonomous, separately administered funds, programs, research and training institutes and other subsidiary bodies. Each of these organizations has its own scope, governance structure and budgets. Organizations such as the World Trade Organisation (WTO) and the International Atomic Energy Agency (IAEA) operate independently of the UN, but maintain formal partnership agreements. The UN carries out most of its humanitarian work through these agencies.*

# UNITED NATIONS DEVELOPMENT PROGRAMME IN UKRAINE (UNDP)



*UNDP – is a development agency of the United Nations, which supports strategic capacity development initiatives to promote inclusive growth and sustainable human development. Through partnerships with national, regional and local self-governments, civil society and the private sector, UNDP seeks to support Ukraine on its path to ending poverty, developing human potential, achieving equitable outcomes, protecting the environment and promoting democratic governance.*

*One of the main priorities of UNDP in Ukraine is peacebuilding and recovery of conflict-affected areas, as well as support for internally displaced persons. The overarching strategic goal of the UNDP – is to help Ukraine achieve the Sustainable Development Goals set out in the 2030 Global Agenda for Sustainable Development. This work is carried out in three main areas: governance reform; environmental and energy policy reform with a focus on innovative and energy-efficient economic development that is environmentally friendly.*

## AREAS OF COOPERATION:



Conducting a survey on the inclusiveness of the vocational training system.



Development of an online course for civil servants and local self-government officials on the implementation of state policy on creating a barrier-free space based on equality, non-discrimination and accessibility.

## PARTICIPATION OF EXPERTS IN THE ACTIVITIES OF:



Competition committee of the competition “Best practices of 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 deputies of local councils”.



Expert advisory council for the approval of training programmes for civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials and members of local councils.

## EXPERT DEVELOPMENT SUPPORT:



Methodological recommendations for ensuring the inclusiveness of the vocational training system



Standard general short-term training programme “Youth activities”



General short-term training programme on presenting information in an easy-to-read format



## DEVELOPMENT AND CONDUCTION OF TRAINING UNDER THE PROGRAMS:

General short-term training programme “Human Rights for Public Servants”

General professional (certificate) programme “Human Rights” (321 civil servants of category “B” were certified).



Conducting training for civil servants holding civil service positions of category "B" under the general professional (certificate) training programme "Human Rights".

## TRAINING OF TRAINERS UNDER THE:



Special professional programme "Training for trainers on human rights for public servants".

Special professional programme "Use of training technologies in the organization of training on the right to access public information in public authorities and local self-government bodies".

## ASSISTANCE IN ORGANIZING AND CONDUCTING EVENTS:



Summer School of Coaching Excellence (August 13-16, 2024)



International seminar "Gender Responsible and Inclusive Public Service" within the framework of the annual Richelieu Public Service Forum (September 27, 2024).



All-Ukrainian competition of creative works among young people



# UNITED NATIONS POPULATION FUND IN UKRAINE UNFPA



*UNFPA, the United Nations Population Fund, is the leading United Nations agency focusing on gender equality, reproductive health and youth empowerment. Together with its partners, UNFPA works in 150 countries and territories around the world.*

*Representative office in Ukraine has been operating since 1997.*

## **AREAS OF COOPERATION:**



Functioning of the National training centre for preventing and combating domestic and gender-based violence.



Development of 10 professional advanced training programmes.



Conducting trainings by 7 professional advanced training programmes.



Training of trainers under the 2 advanced training programmes.

## ASSISTANCE IN ORGANIZING AND CONDUCTING EVENTS:



International seminar  
"Responsive and  
Inclusive Public  
Service" within the  
framework of the  
annual Richelieu  
Public Service Forum  
(September 27,  
2024)



Round table  
"Development of  
institutional and  
human resources  
capacity of  
interagency  
cooperation actors  
on preventing and  
combating  
gender-based  
violence, in particular  
domestic violence"  
(February 28, 2024)



Summer school of  
coaching excellence  
(August 13-16, 2024)

## PROJECT "UN WOMEN IN UKRAINE"



*Project "UN Women" – is a United Nations entity that focuses its efforts on achieving gender equality and women's empowerment. UN Women's activities in Ukraine are focused on three main thematic areas: women, peace, security and gender-based violence, gender-responsive governance, including gender-responsive recovery and European integration, and humanitarian assistance.*

*UN Women started its work in Ukraine in 2015.*

## AREAS OF COOPERATION:

### PARTICIPATION OF EXPERTS IN THE ACTIVITIES:



Coordination council on professional training of civil servants, heads of local state administrations, their first deputies and deputies, officials of local self-government, deputies of local councils under the NAUCS.



Expert advisory council on the approval of training programmes for civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials and deputies of local councils.



Development of 5 professional advanced training programmes.



Conduction of trainings by 3 professional advanced training programmes.



Training of trainers by professional advanced training programmes.



Support for the creation of the educational series "Ukrainian heroes and heroines: from the past to the present".

## ASSISTANCE IN ORGANIZING AND CONDUCTING EVENTS:



International seminar "Responsive and Inclusive Public Service" within the framework of the annual Richelieu Public Service Forum (September 27, 2024)



Scientific and practical conference with international participation "Artificial intelligence as a tool for the professionalization of public service" (March 22, 2024)



Summer School of Coaching Excellence (August 13-16, 2024)

# PROJECTS AND PROGRAMMES OF INTERNATIONAL TECHNICAL ASSISTANCE FINANCED BY THE EUROPEAN UNION AND THE MEMBER STATES OF THE EUROPEAN UNION



**GERMAN AGENCY FOR  
INTERNATIONAL  
COOPERATION (GIZ)**

*GIZ has been supporting Ukraine since 1993. In 2009, the company opened an office in Kyiv. GIZ actively works in all regions of Ukraine. The main directions of the company's activity in Ukraine are good governance, sustainable society, economic development, energy and climate protection.*

## **GIZ PROJECT "PROFESSIONAL CIVIL SERVICE IN THE EASTERN PARTNERSHIP COUNTRIES"**



*The main objective of the GIZ project "Professional Civil Service in the Eastern Partnership Countries" is to support and promote public administration reforms.*

### **AREAS OF COOPERATION:**



Support the participation of NAUCS representatives in the joint GIZ and OECD/SIGMA event "Civil Service Remuneration Systems and their Reform" (July 16-19, 2024, Riga, Latvia).

# GIZ PROJECT "PROFESSIONAL CIVIL SERVICE AND TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING (TVET) IN THE EASTERN PARTNERSHIP COUNTRIES"



The main objectives of the GIZ project "Professional Civil Service in the Eastern Partnership Countries" are to:

- better achievements of reforms through regional exchange;
- capacity development – development and integration of new concepts and/or approaches;
- capacity building – focus on integrity and anti-discrimination;
- strong networks.

## AREAS OF COOPERATION:



Support the participation of the NAUCS representatives in a coaching training within the framework of Phase II of the GIZ project "Professional civil service and technical and vocational education and training (TVET) in the Eastern Partnership countries".

# GIZ PROJECT "INNOVATION LABORATORY FOR THE SUPPORT OF THE UKRAINE-EU ASSOCIATION"



The purpose of the project is to assist the Government of Ukraine in achieving the strategic goals of the reforms to approach the standards of the European Union, as well as support in the implementation of the Association Agreement between Ukraine and the European Union.

## AREAS OF COOPERATION:



Development of the programme and conducting training under the general short-term training programme "Opportunities for funding from the EU" together with the Knowledge Transfer Service of the Ministry of Foreign and European Affairs of the Republic of Croatia.

## THE EUROPEAN UNION PROGRAMME/GIZ "U-LEAD WITH EUROPE"



*"U-LEAD with Europe" is a programme of cooperation between the Ukrainian government, the European Union and its member states Germany, Poland, Denmark and Slovenia in creating a multi-level governance system that is transparent, accountable and responsive to the needs of Ukrainian citizens. The programme was launched in 2016.*

## AREAS OF COOPERATION:

### EXPERT SUPPORT IN:



Development of legal acts related to the standardization and improvement of the system of professional training of local self-government officials and deputies of local councils (as part of the work of the working group on the preparation of draft acts and methodological recommendations necessary to ensure the implementation of the Law of Ukraine "On Service in Local Self-Government bodies" as of May 2, 2023 No. 3077-IX).



Development of a typical general short-term training programme "Implementation of the Law of Ukraine "On Service in Local Self-Government bodies" as of May 2, 2023 No. 3077-IX by the personnel management service in the local self-government body".



## PARTICIPATION OF EXPERTS IN THE ACTIVITIES OF:



Expert advisory council on the approval of training programmes for civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials and deputies of local councils.



Coordination Headquarters for the implementation of the Law of Ukraine "On Service in Local Self-Government bodies" as of May 2, 2023 No. 3077-IX under the NAUCS;



Working group on the preparation of draft acts and methodological recommendations necessary to ensure the implementation of the Law of Ukraine "On Service in Local Self-Government bodies" as of May 2, 2023 No. 3077-IX, the composition of which was approved by the order as of November 17, 2023 No. 185-23.



Expert, resource (financial) and technical support for finalizing the functionality of the Knowledge Management Portal.



Preparation of a guide for trainers "Development of coaching skills of teachers conducting professional training".



Development and implementation of 20 professional advanced training programmes for local self-government officials and training of trainers.



Development of the educational series "School of Starosta" for the online course "School of training of starostas".

# GIZ REGIONAL FUND "PUBLIC ADMINISTRATIVE REFORM IN THE EASTERN PARTNERSHIP COUNTRIES II"



The goal of the project is to improve regional cooperation in the implementation of public administration reforms in the countries of the Eastern Partnership. The project has been ongoing since 2020.

## AREAS OF COOPERATION:



### CONDUCTION OF TRAININGS BY THE GENERAL SHORT-TERM PROFESSIONAL ADVANCED TRAINING PROGRAMS:

"Mental health support in wartime"

"Adaptation of male and female veterans to work in the public service"



### TRAINING OF TRAINERS:

Under the special short-term professional development programme "training for trainers "Mental health support in conditions of war"

## ASSISTANCE IN ORGANIZING AND CONDUCTING EVENTS:



International seminar "Responsive and inclusive public service" within the framework of the annual Richelieu Public Service Forum (September 27, 2024)



Summer School of Coaching Excellence (August 13-16, 2024)



Expert support in the preparation of the HR Guideline on the adaptation and organization of the work of veterans in the public service

# THE PROJECT OF THE EUROPEAN UNION “CONTINUATION OF SUPPORT TO COMPREHENSIVE PUBLIC ADMINISTRATION REFORM IN UKRAINE” (EU4PAR2)

## EU4PAR

*EU4PAR2 is the second phase of the European Union project, which supports the Government of Ukraine in the implementation of the Public Administration Reform Strategy by providing advisory, practical assistance and building the capacity of the Cabinet of Ministers of Ukraine. The project is designed to support the government of Ukraine in the implementation of a comprehensive reform of public administration, the goal of which is to build a digital service state that works in the interests of citizens based on European practices of good governance.*

### AREAS OF COOPERATION:



Preparation of a concept for improving the selection procedure in the civil service in accordance with OECD/SIGMA principles.



Support for the joint event of NAUCS and PGA “By the way, public service”.

### EXPERT AND ADVISORY SUPPORT:



Public administration reform communication.



Provision of comments by experts to draft acts developed by the NAUCS.



Development of indicators for assessing the quality of professional development of public servants.

## CONDUCTING:



Survey on the perception of various aspects of the civil service as an employer together with the PGA



Survey of civil servants "Motivation and barriers to involvement in coaching/teaching activities of civil servants: survey results"



Study of international approaches to the motivation of civil servants to carry out coaching activities

## PARTICIPATION OF EXPERTS IN THE ACTIVITIES OF:



Coordination Council for professional training of civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials, and deputies of local councils under the NAUCS.



Expert advisory council on the approval of training programmes for civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials and deputies of local councils.



## PARTICIPATION OF EXPERTS IN DEVELOPMENT:

Standard general professional (certificate) professional development programmes for civil servants first appointed to civil service positions of category "B" and civil servants first appointed to civil service positions of category "C"

Standard general short-term training programme "Implementation of the Law of Ukraine "On Service in Local Self-Government bodies" as of May 2, 2023 No. 3077-IX by the personnel management service in the local self-government body"



Development of a general short-term training programme  
 "Principles of cyber security culture development in a  
 state authority"

## DEVELOPMENT OF PROGRAMMES AND CONDUCTION OF TRAININGS BY THE PROGRAMMES:



General short-term training  
 programme "Response to cyber  
 incidents"

General short-term training  
 programme "Cyber protection  
 of critical information  
 infrastructure for public sector  
 information security specialists"

General short-term training  
 programme "General  
 administrative procedure"

General short-term training  
 programme "Russian  
 disinformation and ways to  
 counter it"

General short-term  
 professional development  
 programme "Public policy"

General professional (certificate)  
 programme "General  
 administrative procedure"

Programme "Systematic approach to personnel management in the  
 public service" (HR workshop)



Conducting training under the general short-term professional  
 development programme "The role of the manager in building a  
 moral environment of the organization"



Conducting the Summer School of Coaching Skills

*The overall objective of the EU4PFM Programme is to improve public financial management (PFM) in Ukraine and, as a result, to improve public service delivery and the business climate. The specific objectives of the Programme are to support the further development of a modern, efficient and fair revenue collection system and to support the relevant PFM institutions in improving their organizational capacities.*

*The Programme was launched in 2019.*

### AREAS OF COOPERATION:



Development and implementation of the Human Resource Management Information System (HRMIS) in government authorities. Currently, 765 government authorities are connected to the HRMIS.



Expert support for the development of a standard general professional (certificate) training programme for civil servants and local self-government officials responsible for public procurement.



Participation of experts in the work of the expert advisory council on the approval of training programmes for civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials and members of local councils.





## THE EUROPEAN UNION PROJECT IN UKRAINE “ASSOCIATION4U”

*The project supports the development and strengthening of the capacity of the public administration in Ukraine to design and implement key reforms required by the EU-Ukraine Association Agreement and the EU-Ukraine Deep and Comprehensive Free Trade Agreement by facilitating the approximation of Ukrainian*

*legislation to that of the European Union and supporting the Government’s communication on European integration.*

### AREAS OF COOPERATION:



Conducting training under the general short-term professional development programme “Communication of European Integration: the process of creating a communication strategy and action plan”



## NATOLIN4CAPACITY BUILDING PROJECT

*Natolin4Capacity Building is an innovative and targeted educational programme funded by the European Union and*

*implemented by the College of Europe in Natolin. The project was created to support the Ukrainian public administration in implementing comprehensive reforms and the Association Agreement between Ukraine and the European Union.*

*The project started in 2021.*

### AREAS OF COOPERATION:



Launch of 16 online courses on various aspects of the European Union and the development of relations between Ukraine and the European Union on the educational platform for training and development of public servants “StudyЯ” (Study&Me).



## EU4GenderEquality Reform Helpdesk

PHASE II



## EU4GENDER EQUALITY REFORM HELPDESK PROJECT (PHASE II)

*EU4GenderEquality is an initiative of the European Union aimed at promoting gender equality and*

*empowering women around the world. The initiative covers a wide range of activities, including support for legislative reforms, the development of education and training programmes, and the fight against violence against women and discrimination.*

### AREAS OF COOPERATION:



Preparation of the manual "Building gender competencies of civil servants and local self-government officials: guide for trainers on gender equality"



Assistance in organising and conducting an international seminar: "Gender responsible and inclusive public service" within the framework of the annual Richelieu Public Service Forum (September 27, 2024)

# ORGANIZATIONS AND INSTITUTIONS OF THE EUROPEAN UNION MEMBER STATES AND OTHER DONORS



**Hanns  
Seidel  
Stiftung**

## REPRESENTATION OF THE HANS SEIDEL FOUNDATION IN UKRAINE

*The goal of the international work of the Hans Seidel Foundation is to promote the creation of decent living conditions around the world. Through its projects, the Hanns Seidel Foundation promotes the sustainable*

*development of countries based on democracy, peace and Christian social ideals.*

*The Foundation started its work in Ukraine in 1992.*

### AREAS OF COOPERATION:

#### ASSISTANCE IN ORGANISING AND CONDUCTING THE EVENTS:



Training course "Practice of Negotiations with the EU: from Candidate to Council"  
(April 22-26, 2024)



Annual Richelieu Forum of Public Service "Public Service in Times of War: Rethinking Identity"  
(September 25-27, 2024)



All-Ukrainian competition of creative works among young people



Democracy Week educational marathon



Educational project "School of Civil Education"



Development and delivery of training under the programme for advanced training "Organisation of the EU negotiation process (for civil servants of categories "B" and "C", local self-government officials)"



## CENTRE FOR INTEGRITY IN THE DEFENCE SECTOR (CIDS)

*The Centre for Integrity in the Defence Sector (CIDS) was established in 2012 at the initiative of the Norwegian Ministry of Defence. It is an advisory body that is now an integral part of the Norwegian Ministry of Defence. CIDS aims to develop and strengthen professional integrity and good governance in the defence and security sectors.*

### AREAS OF COOPERATION:



Expert support in conducting an analytical study with conclusions and recommendations for public authorities aimed at improving decision-making procedures in the field of state policy-making in the legislative and executive branches (as part of the implementation of the State Anti-Corruption Programme for 2023-2025, approved by the Resolution of the Cabinet of Ministers of Ukraine as of March 04, 2023 No. 220).



Participation of experts in the development of information materials for the All-Ukrainian information campaign on the development and support of organisational and managerial culture, ethical behaviour in the public service.



Facilitating the participation of the NAUCS representatives in the seminar "Building Integrity in the Defence Sector of Ukraine 2024-2027 Project" (March 04-10, 2024, Brasov (Romania)).



## OSCE SUPPORT PROGRAMME FOR UKRAINE (OSCE SECRETARIAT EXTRA-BUDGETARY SUPPORT PROGRAMME FOR UKRAINE)

*The OSCE Support Programme for Ukraine was established on November 01, 2022 to respond to the challenges faced by Ukraine in the wake of Russian military aggression and to support the long-term resilience of its social and democratic institutions and civil society. It is an off-budget programme funded by donors – OSCE participating States and partners.*

*The Programme consists of projects built on the basis of previous work and results of the OSCE's work with long-standing partners – governmental institutions and non-governmental organizations. The Programme's activities cover a wide range of topics, including:*

- *provision of immediate security needs (humanitarian demining, dealing with chemical threats, monitoring the negative environmental impact of war, protecting displaced persons from the risks of trafficking);*
- *improvement of human rights protection instruments;*
- *support for judicial reforms, constitutional justice, good governance, media freedom, participation of civil society and youth in post-war reconstruction, development of a system of psychological support for war victims.*

### AREAS OF COOPERATION:



Development of an online course "Conflict management in public authorities" within the framework of the "Conflict management in public authorities" training programme.



Organisation and conduct of 10 face-to-face trainings for civil servants and local self-government bodies under the general short-term training programme "The Conflict management in public authorities".



Assistance in organization of the common conference "The Role of dialogue and mediation in times of war and reconstruction of Ukraine. Based on the experience of 30 years mediation, 10 years of dialogue in Ukraine" (November 20-21, 2024).



## EUROPEAN CAF RESOURCE CENTER AT THE EUROPEAN INSTITUTE OF PUBLIC ADMINISTRATION, EIPA

The CAF European Resource Centre, established in 2000 at the European Institute of Public Administration (EIPA) in Maastricht, works in a spirit of open coordination between members of the European Public Administration Network (EUPAN) and practices the Pan-European values of the public sector: transparency, responsibility, participation, diversity, equality, solidarity, cooperation and partnership. The Centre works closely with the CAF network of national correspondents in the official CAF network.

### AREAS OF COOPERATION:



Promotion of participation of the Center's representatives in events organised by the SIGMA Programme, experts of the CAF European Resource Centre and GIZ within the framework of the Eastern Partnership Regional Fund for Reengineering and Digitalisation Projects



Module I "Creating foundations through perfect partnership" of the training "Towards a sustainable quality management approach in the Eastern Partnership countries" (February 27 – March 1, 2024, Podgorica, Montenegro)



Training "Elevating excellence: awareness raising and initial capacity building in the CAF towards sustainable success" (June 10-14, 2024, Maastricht, the Netherlands)



Assistance in the organisation and conduct of the international seminar "The Quality Management for Successful Public Administration Reform" with the participation of experts from the CAF European Resource Centre (24 September 2024)





## SERVICE FOR KNOWLEDGE TRANSFER OF THE MINISTRY OF FOREIGN AND EUROPEAN AFFAIRS OF THE REPUBLIC OF CROATIA

*The Service providing technical assistance based on experiences from transitional process – negotiation on accession to the EU, planning and management the implementation of projects of technical assistance to partner countries/beneficiaries in the field of international development cooperation and the needs of the beneficiaries, coordination and guidance of state and public administrative bodies participating in the Twinning out instrument in the preparation of projects.*

### AREAS OF COOPERATION:



Development of the programme and holding of training under the general short-term training programme “Opportunities for EU funding” together with the German Development Cooperation (GIZ) project “Innovation Lab for EU-Ukraine Association Support”



## THE SWISS-UKRAINIAN PROJECT “DECENTRALIZATION FOR IMPROVED DEMOCRATIC EDUCATION” (DECIDE)

*The Project is aimed at supporting education reforms and decentralization processes to develop an effective education management system in Ukraine.*

*DECIDE is implemented by the NGO*

*“Development of Citizenship Competences in Ukraine” (DOCCU) in the partnership with the Zurich University of Teacher Education with the support of Switzerland, represented by the Swiss Agency for Development and Cooperation (SDC). The first stage of the project has been running since 2020.*

### AREAS OF COOPERATION:



Participation of experts in the work of the Coordination Headquarters for the implementation of the Law of Ukraine “On Service in Local Self-Government bodies” as of May 2, 2023 No. 3077-IX under the NAUCS



Implementation of a training programme for civil servants on decentralisation of education management together with representatives of the NGO "Development of Citizenship Competences in Ukraine" (DOCCU)



All-Ukrainian competition of creative works among young people

## SWEDISH-UKRAINIAN PROJECT "SUPPORT TO SERVICES ACCESSIBILITY IN UKRAINE" (PROSTO)

**PROSTO**

Підтримка доступності послуг в Україні

*PROSTO "Support to Services Accessibility in Ukraine" is a Swedish-Ukrainian initiative aimed to support the decentralization reform. Its aim is to enhance the capacity of local bodies to provide services for the benefit of the people of Ukraine. The Project is funded by the Government of Sweden through the Swedish International Development Cooperation Agency (SIDA) and implemented by SKL International, a subsidiary of the Swedish Association of Local Bodies and Regions (SALAR). The project is being implemented since 2021.*

### AREAS OF COOPERATION:



Promotion of experts' participation in the work of the Coordination Headquarters for the implementation of the Law of Ukraine "On Service in Local Self-Government bodies" as of May 2, 2023 No. 3077-IX under the NAUCS



**CANADIAN-UKRAINIAN  
INTERNATIONAL TECHNICAL  
ASSISTANCE PROJECT  
"SUPPORTING  
GOVERNMENTAL  
REFORMS IN UKRAINE"  
(SURGE)**

The Project implements the CLIR (Community-led Inclusive Recovery) initiative to support territorial communities in sustainable, inclusive, social and economic recovery. It is implemented in Ukraine by Alinea International and funded by the Government of Canada. The project started in 2019.

## AREAS OF COOPERATION:



Implementation of the software product – the Information system “System of strategic planning, monitoring and evaluation based on the principles of results-based management” (ProjectUA) – as a perspective for the implementation of the Results-Based Management (RBM) methodology in the public service for effective strategic planning and monitoring of reforms.



Expert support for the development of indicators for evaluating the quality of professional development of civil servants, heads of local state administrations, their first deputies and deputies, local self-government representatives, and members of local councils.



Participation of experts in the work of the Coordination Headquarters for the implementation of the Law of Ukraine “On Service in Local Self-Government bodies” as of May 2, 2023 No. 3077-IX under the NAUCS.



Development of 3 in-service training programmes.



Conduction of training under 4 in-service training programmes.

## NON-GOVERNMENTAL ORGANIZATIONS



Education First

### **International Language Centres**

### **EF LANGUAGE LEARNING SOLUTIONS**

*EF Language Learning Solutions is one of the largest international educational organizations providing interactive online educational programmes to*

*clients around the world. The cooperation with the company began on 9 August 2022 with the signing of a Memorandum of Understanding between the NAUCS and EF Language Learning Solutions Ltd.*

### **AREAS OF COOPERATION:**



Participation in the implementation of the all-Ukrainian Eng4PublicService project on free English language learning for civil servants on the EF English Live online school platform



### **DEMOCRACY REPORTING INTERNATIONAL**

### **DEMOCRACY REPORTING INTERNATIONAL UKRAINE (DRI)**

*Democracy Reporting International (DRI) has been actively working in Ukraine since 2014, promoting the active involvement of civil society in the reform process and political participation of youth. Since the outbreak of full-scale war in Ukraine, DRI has expanded its profile to ensure democratic stability and European integration of Ukraine in wartime.*

### **AREAS OF COOPERATION:**



Assistance in the organisation and conduct of youth training at the NAUCS to provide them with an insight into the functioning of the civil service



## PROFESSIONAL GOVERNMENT ASSOCIATION (PGA)

*The Professional Government Association (PGA) was established in 2014 by Ukrainian graduates of world-class universities. The PGA unites more than 25 Ukrainian alumni organisations, which include more than 3,000 Ukrainians with Western-level education.*

### AREAS OF COOPERATION:



Support for the joint NAUCS and EU4PAR2 event "By the way, public service"



Conduct a questionnaire on the perception of various aspects of the civil service as an employer jointly with EU4PAR2



## NGO "ASSOCIATION OF YOUTH WORKERS OF UKRAINE"

*The NGO "Association of Youth Workers of Ukraine" was established for networking and cooperation between youth workers of Ukraine and their organizations or projects, for sharing experiences and establishing partnerships, developing international relations, representing youth workers of Ukraine on the global map of youth work, developing professional competencies of youth workers of Ukraine, creating opportunities for their professional growth. The organizations started its activities in 2020.*

### AREAS OF COOPERATION:



Expert support for the development of a common short-term training programme for civil servants and local self-government bodies "Youth Work"





## UKRAINIAN ASSOCIATION OF DISTRICT AND REGIONAL COUNCILS

*Ukrainian Association of District and Regional Councils – is an all-Ukrainian voluntary association of local self-government bodies that ensures a dialogue between local self-government bodies and the authorities, in which district and regional councils take an agreed, consolidated position as an influential subject of state-building processes.*

*The Association was founded in 1991 as the Association of Affiliated Cities of Ukraine.*

### AREAS OF COOPERATION:



Expert support for the development of a common short-term training programme “Implementation of the Law of Ukraine “On Service in Local Self-Government bodies” as of May 2, 2023 No. 3077-IX by the personnel management service in the local self-government body”



## ALL-UKRAINIAN ASSOCIATION OF AMALGAMATED TERRITORIAL COMMUNITIES (AAATC)

*The All-Ukrainian Association of Amalgamated Territorial Communities (AAATC) is a non-governmental, non-political and non-profit organisation as an all-Ukrainian*

*association of local self-government. It was established in 2016 to promote the best practices of modern and innovative community management, as well as to protect their legitimate rights and interests. In addition, it aims to ensure the practical implementation of reforms and positive changes in each community.*



## AREAS OF COOPERATION:



Expert support for the development of a standard general short-term training programme "Implementation of the Law of Ukraine "On Service in Local Self-Government bodies" as of May 2, 2023 No. 3077-IX by the personnel management service in the local self-government body"

### PARTICIPATION IN THE WORK OF:



Coordination Council for professional training of civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials, and deputies of local councils under the NAUCS.



Competition committee of 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 members of local councils" in 2024.



## ASSOCIATION OF CITIES OF UKRAINE

*Association of Cities of Ukraine – is a non-governmental organisation that represents the interests and protects the rights of local self-government bodies. The AUC has the status of an all-Ukrainian organisation and was founded in 1992.*

## AREAS OF COOPERATION:



Expert support for the development of a standard general short-term training programme "Implementation of the Law of Ukraine "On Service in Local Self-Government bodies" as of May 2, 2023 No. 3077-IX by the personnel management service in the local self-government body".



Participation in the work of the Coordination Council for professional training of civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials, and deputies of local councils under the NAUCS



**ВСЕУКРАЇНСЬКА  
АСОЦІАЦІЯ  
ГРОМАД**

## **ALL-UKRAINIAN ASSOCIATION OF COMMUNITIES (AUAC)**

*All-Ukrainian Association of Communities was founded in 2009 under the name "All-Ukrainian Association of Village and Settlement Councils". The ultimate aim of the UAG's activities is sustainable development of rural areas through the development of self-government in territorial communities.*

### **AREAS OF COOPERATION:**



Expert support for the development of a general short-term training programme "Implementation of the Law of Ukraine "On Service in Local Self-Government bodies" as of May 2, 2023 No. 3077-IX by the personnel management service in the local self-government body"



Participation in the work of the Coordination Council for professional training of civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials, and deputies of local councils under the NAUCS



**АСОЦІАЦІЯ  
ІННОВАЦІЙНОЇ ТА  
ЦИФРОВОЇ ОСВІТИ**

## **ASSOCIATION OF INNOVATIVE AND DIGITAL EDUCATION (AIDE)**

*Association of Innovative and Digital Education is a team of young but experienced people who solve urgent problems for the country and society through innovative educational projects.*

### **AREAS OF COOPERATION:**



Participation in the work of the Coordination Council for professional training of civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials, and deputies of local councils under the NAUCS

UpRights was founded in 2020 and is a non-profit organization, based in the Hague, the Netherlands. The organisation's mission is to ensure respect for human rights and international law, support for victims, and prosecution of crimes.

### AREAS OF COOPERATION:



#### PROGRAMME DEVELOPMENT:

General short-term training programme "Transitional Justice: Strategies for Effective Implementation" (for civil servants holding civil service positions of category "A")

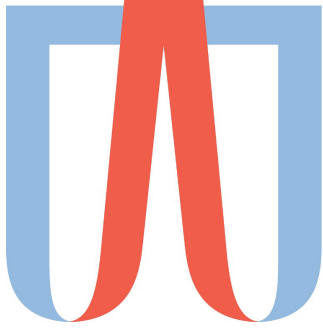
General short-term training programme "Transitional Justice: Goals and Mechanisms" (for civil servants holding civil service positions of categories "B" and "C", local self-government officials) (training in October-November, 2024)



Assistance in organising and conducting a workshop for trainers on transitional justice (May 27-31, 2024)



Create an online course "Transitional Justice and the Application of its Principles in Ukraine"



## УКРАЇНЬСЬКА ГЕЛЬСІНСЬКА СПІЛКА З ПРАВ ЛЮДИНИ

## PUBLIC UNION "UKRAINIAN HELSINKI HUMAN RIGHTS UNION"

*The Ukrainian Helsinki Human Rights Union promotes the development of a humane society based on respect for human life, dignity and harmonious relations between people, the state and nature by creating a platform for cooperation between the members of the Union and other participants of the human rights protection activities. It started its work in 2004.*

### AREAS OF COOPERATION:

#### PARTICIPATION OF EXPERTS IN THE WORK OF:



Coordination Council for professional training of civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials, and deputies of local councils under the NAUCS.



Expert Advisory Board for the approval of training programmes for civil servants, heads of local state administrations, their first deputies and deputies, local self-government bodies and local council members.

## The Hague Academy for local governance

## THE HAGUE ACADEMY FOR LOCAL GOVERNANCE

*The Hague Academy for Local Governance is a non-profit, non-governmental organisation based in the Netherlands. Its aim is to strengthen local democracy around the world by supporting people at the local level to achieve development goals together.*

## AREAS OF COOPERATION:



### PROGRAMME DEVELOPMENT:

General short-term training programme "Transitional Justice: Strategies for Effective Implementation" (for civil servants holding civil service positions of category "A")

General short-term training programme "Transitional Justice: Goals and Mechanisms" (for civil servants holding civil service positions of categories "B" and "C", local self-government officials) (training in October-November, 2024)



Assistance in organising and conducting a workshop for trainers on transitional justice (May 27-31, 2024)



Create an online course "Transitional Justice and the Application of its Principles in Ukraine"



## INTERNATIONAL DEVELOPMENT LAW ORGANIZATION (IDLO)

*The International Development Law Organisation (IDLO) is the only global intergovernmental organisation that is focused exclusively on promoting the rule of law to advance peace and sustainable development. Established as an intergovernmental organisation in 1988, IDLO has been an observer of the United Nations since 2001.*

## AREAS OF COOPERATION:



### PROGRAMME DEVELOPMENT:

General short-term training programme "Transitional Justice: Strategies for Effective Implementation" (for civil servants holding civil service positions of category "A")

General short-term training programme "Transitional Justice: Goals and Mechanisms" (for civil servants holding civil service positions of categories "B" and "C", local self-government officials) (training in October-November, 2024)



Assistance in organising and conducting a workshop for trainers on transitional justice (May 27-31, 2024)



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**ASSER**  
INSTITUTE



*Centre for International & European Law*

**T.M.C. ASSER INSTITUTE  
(ASSER INSTITUUT)**

*The T.M.C. Asser Institute (Asser Instituut) was founded in 1965 and is a world-known centre of expertise in the fields of public international law, private international law and European law. It conducts fundamental and independent policy-oriented research and organises critical and constructive debates on the development of international and European law at the interface of academia, legal practice and governance.*



## AREAS OF COOPERATION:



### PROGRAMME DEVELOPMENT:

General short-term training programme "Transitional Justice: Strategies for Effective Implementation" (for civil servants holding civil service positions of category "A")

General short-term training programme "Transitional Justice: Goals and Mechanisms" (for civil servants holding civil service positions of categories "B" and "C", local self-government officials) (training in October-November, 2024)



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### CENTRE FOR INTERNATIONAL LEGAL COOPERATION (CILC)

*The Center for International Legal Cooperation (CILC) was founded in 1985 at the initiative of the Netherlands government and promotes the rule of law by initiating and implementing international legal cooperation projects.*

## AREAS OF COOPERATION:



### PROGRAMME DEVELOPMENT:

General short-term training programme "Transitional Justice: Strategies for Effective Implementation" (for civil servants holding civil service positions of category "A")

General short-term training programme "Transitional Justice: Goals and Mechanisms" (for civil servants holding civil service positions of categories "B" and "C", local self-government officials) (training in October-November, 2024)



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# NDI

NATIONAL  
DEMOCRATIC  
INSTITUTE

## NATIONAL DEMOCRATIC INSTITUTE (NDI)

*The National Democratic Institute (NDI) is a non-profit, nongovernmental, nonpartisan organisation that works all around the world to strengthen and defend democratic institutions, processes, norms and values to ensure a better quality of life for all. It was founded in 1983.*

*It started working in Ukraine in 1992.*

## AREAS OF COOPERATION:



### PROVISION OF TRAINING ON:

General short-term training programme "Gender-oriented governance"

General short-term training programme "Gender sensitive communication"

Special short-term training programme "Workshop for trainers on gender responsive governance"



Preparation of the manual "Gender responsive governance: a guide for trainers"



Development of an online course "Gender approach in public administration"



### THE NETHERLANDS HELSINKI COMMITTEE (NHC)

*The Netherlands Helsinki Committee was founded in 1987 and is a non-governmental organisation that promotes human rights, the rule of law and justice in all European countries.*

## AREAS OF COOPERATION:



### PROGRAMME DEVELOPMENT:

General short-term training programme "Transitional Justice: Strategies for Effective Implementation" (for civil servants holding civil service positions of category "A")

General short-term training programme "Transitional Justice: Goals and Mechanisms" (for civil servants holding civil service positions of categories "B" and "C", local self-government officials) (training in October-November, 2024)



Assistance in organising and conducting a workshop for trainers on transitional justice (May 27-31, 2024)



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### SWISS INTERNATIONAL NON-GOVERNMENTAL ORGANIZATION

#### "INTERNATIONAL PROJECT"

*Swiss international non-governmental organization "International Project" was founded more than 14 years ago. Its main function is to organise seminars and trainings on various issues of society for government representatives from different countries.*

## AREAS OF COOPERATION:



Participation in the development of a general short-term training programme "Psychological support and adaptation of personnel during martial law and post-war period"



Conduct training for the NAUCS' personnel on the prevention of "professional burnout"



## ALL-UKRAINIAN YOUTH NON-GOVERNMENTAL ORGANIZATION "UNION OF YOUNG CIVIL SERVANTS OF UKRAINE"

*All-Ukrainian youth non-governmental organization "Union of Young Civil Servants of Ukraine" was founded in July 2000 to promote the development of a democratic, law-based Ukrainian state with an open civil society, and to*

*form a new highly professional elite of civil servants.*

*As of today, the Union has more than 1000 members, who work in ministries, state committees, (civil services), central executive authorities with special status and other state and local self-government bodies. The Union works in certain areas throughout Ukraine and has more than 50 local branches in all regions. The main activities of the Union are to promote the reform of the public administration system of Ukraine; to implement state programmes and public initiatives aimed at developing the civil service in Ukraine; to assist in creating the necessary conditions for the professional self-realisation of young civil servants; promoting the state-building process and civil service among young people; promoting the process of Ukraine's European integration and the development of international cooperation in the civil service.*

### AREAS OF COOPERATION:



Assistance in organization and conduction of the All-Ukrainian competition of creative works among young people

# PROPOSALS

## ON THE NEEDS OF NAUCS IN ATTRACTING DONOR ASSISTANCE IN 2025

Name of the event	Name of activity	Forms of implementation (expert support, organization of events, preparation of methodological materials, etc.)	Expected results	Responsible for implementation
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### ENSURING THE FORMATION AND IMPLEMENTATION OF STATE POLICY IN THE FIELD OF CIVIL SERVICE AND SERVICE IN LOCAL SELF-GOVERNMENT BODIES.

1. Provision of expert support for improving the legislation of Ukraine on civil service and service in local self-government bodies.	Provision of support for the implementation of civil service reform, including the necessary institutional and structural changes.	Preparation of expert reviews, recommendations, and conclusions on draft laws and other regulatory acts prepared for their implementation.	Compliance with the principles of good governance in the preparation of draft legal acts within the framework of European integration.	General Department for Professional Development of Civil Servants and Local Self-Government Officials
	Provision of consultations and conclusion (if necessary) on the draft acts prepared in accordance with the Plan of Ukraine.	Participation in working groups and events at the invitation of the National Agency of Ukraine on Civil Service.		
Preparation for the resumption of competitions for civil service positions.	Provision of support in organizing the resumption of competitions for civil service positions.	<p>Organization of working groups and events aimed at developing an effective algorithm for the resumption of competitions for civil service positions.</p> <p>Organization and conduction of informational events to familiarize the public with the procedure for the resumption of competitions for civil service positions. Expert and technical support in the preparation of educational and informational materials. Expert and technical support</p>	Dissemination of relevant information and preparation of state authorities for the resumption of competitions for civil service positions.	General Department for Professional Development of Civil Servants and Local Self-Government Officials
3. Modernization of the functionality of the Unified Civil Service Vacancies Portal and its transformation into the Unified Public Service Vacancies Portal.	Preparation of terms of reference for the modernization of the Unified Civil Service Vacancies Portal.	Expert and technical support	Ensuring the technical capability of the Unified Portal of Public Service Vacancies, including the publication of vacancies in local self-government bodies based on the new legislation on the	<p>General Department for Digitalization in Civil Service</p> <p>General Department for Professional Development of Civil Servants and Local Self-Government Officials</p>
	Development of new portal functionality and related software.			



	Development and launch of the Unified Portal of Civil Service Vacancies.		resumption of competitions, improvement of the procedure for entering, passing and terminating from civil service.	
4. Continued implementation of the reform of the civil servants' remuneration system based on position classification.	Supporting the draft Law of Ukraine "On Amendments to the Law of Ukraine 'On Civil Service' in the Verkhovna Rada of Ukraine regarding the introduction of unified approaches to remuneration of civil servants based on the classification of positions".	Expert and technical support.	Provision of support for the draft law until its adoption.	General Department for Remuneration Policy and Functional Development of Civil Service
	Development and submission to the Cabinet of Ministers of Ukraine of draft acts to continue the implementation of the civil servants' remuneration system based on the classification of positions from 2025.	Expert and technical support  Organization of education events for the NAUCS staff and stakeholders on reforming the civil servants' remuneration system.  Development of communication and educational materials for civil servants on the implementation of a remuneration system based on the classification of positions.	Submission of draft legal acts to the Government for consideration in accordance with the established procedure.	
	Coordination of the classification of civil service positions	Automation of the process of position classification through the development of the information system "Classification of Civil Service Positions".  Development of training materials for civil servants on classification of civil service positions.	Ensuring coordination and approval of the results of the classification of civil service positions in state authorities in accordance with the established procedure.	

**PROVISION OF ADVISORY AND METHODOLOGICAL SUPPORT, INFORMATION SUPPORT AND EXCHANGE OF EXPERIENCE ON CIVIL SERVICE AND SERVICE IN LOCAL SELF-GOVERNMENT BODIES**

1. Preparation and implementation of training and information events on conflict management in state and local governments and local self-government bodies.	Organization and conduct of at least 2 training and information events under the general short-term training program "Conflict Management in Public Authorities".	Expert and technical support in the preparation and organization of training and information events on conflict management in state authorities and local	Raising the level of awareness of civil servants and local government officials about the mechanisms for creating a favourable organizational culture	General Department for Professional Development of Civil Servants and Local Self-Government Officials
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		self-government bodies.	and conflict management in state authorities and self-government bodies.	
2. Preparation and implementation of an awareness-raising campaign on the implementation of the Law of Ukraine of May 2, 2024 "On Service in Local Self-Government Bodies".	Ensuring the organization and conduct of outreach activities on the implementation of the Law of Ukraine of May 2, 2024 "On Service in Local Self-Government Bodies" and the standard regulations and procedures approved by orders of the NAUCS (webinars, round tables, etc.).	Expert and technical support in the preparation and organization of events to implement the new legislation on service in local self-government bodies.  Development and preparation of methodological support for the implementation of the new legislation on service in local self-government bodies.	Familiarization of elected local self-government officials and local self-government employees, local council members and other stakeholders with the new legislation on service in local self-government bodies.	General Department for Professional Development of Civil Servants and Local Self-Government Officials
3. Organization and conduct of the Integrity Forum for civil servants and local self-government officials.	Organization and conduct of at least one information and awareness-raising events on integrity for civil servants and local self-government officials.	Expert and technical support in the preparation and conduct of the Forum.	Exchange of experience and practices, study of international experience in building integrity in the civil service and self-government bodies.	General Department for Professional Development of Civil Servants and Local Self-Government Officials
4. Organization and conduct of the Annual Richelieu Forum of Public Service.	Organization and conduct of the Annual Richelieu Forum of Public Service.	Expert, technical, and resource support for the preparation and conduct of the event.	Dissemination of best practices and current trends in the development of public administration and public service in the context of Ukraine's European integration.	Center for Adaptation of the Civil Service to the Standards of the European Union
5. Ensuring barrier-free service in state authorities and local self-government bodies.	Organization and conduct of at least one event on the development of barrier-free public service.	Development of information materials on creating a barrier-free workplace.  Participation in working groups and events at the invitation of the National Agency of Ukraine on Civil Service.	Ensuring inclusion and equality in the civil service and local self-government bodies, improving organizational culture, increasing efficiency and interaction of employees.  Raising the level of awareness of employees' issues among HR staff on barrier-free communication, workflow and space organization.	General Department for Professional Development of Civil Servants and Local Self-Government Officials
6. Preparation and implementation of training and information activities on human resources management in state authorities and self-government	Organization and conduct of training under the general professional (certificate) training program "Systematic Approach to Human	Expert and technical support for the preparation and organization of training and information events on human resources management in state	Raising the level of awareness of civil servants and local self-government officials about the mechanisms for creating a favourable	General Department for Professional Development of Civil Servants and Local Self-Government Officials

bodies.	Resources Management in the Public Service" (HR Workshop).	authorities and local self-government bodies.	organizational culture and human resources management in state authorities and local self-government bodies.	
7. Organization and conduct of the Summer School of Training Excellence.	Organization and conduct of the Summer School of Training Excellence.	Expert support for the education of trainers, support for the organization of the event.	Implementation of modern training technologies and educational innovations in the field of professional training of civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials, and members of local councils.	High School of Public Governance

### ANALYTICAL ACTIVITIES, EVALUATION OF CIVIL SERVANTS, IMPROVEMENT OF THE EFFICIENCY OF THE NAUCS AND ITS TERRITORIAL BODIES

1. Functioning of the software product – Information system "System of strategic planning, monitoring and evaluation based on the principles of result-oriented management" (Project).	Provision of expert, methodological and technical support for the development, monitoring and evaluation of strategic and planning documents of the NAUCS, taking into account the principles of results-based management (RBM) and using Project.	Expert, methodological and technical support.	Improving strategic and operational planning, monitoring and evaluation of the NAUCS based on the principles of results-based management.	Division of Strategic Planning and Analytical Support
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### INFORMING THE PUBLIC ABOUT THE STATE POLICY IN THE FIELD OF CIVIL SERVICE AND SERVICE IN LOCAL SELF-GOVERNMENT BODIES

1. Conduction of an all-Ukrainian information campaign on the development and support of organizational and managerial culture and ethical behaviour in the civil service.	Conduction of a survey of human resources management services on organizational culture in the civil service and local self-government bodies.	Expert and technical support in conducting a survey of human resources management services on organizational culture in the civil service and local self-government bodies. Participation in working groups and events on the development of organizational culture in the civil service. Expert and technical support in preparing and conducting the roundtable.	Development of the recommendations for improving the level of organizational culture in the civil service and local self-government bodies. Raising the level of awareness of human resources employees on the formation of organizational culture in the public service.	General Department for Professional Development of Civil Servants and Local Self-Government Officials
	Organization and conduct of a roundtable discussion on the development of organizational culture in the public service.	Participation in working groups and events on the development of organizational culture in the civil service. Expert and technical support in	Raising the level of awareness of human resources employees on the formation of organizational culture in the public service.	

		preparing and conducting the roundtable.		
	Ensuring the development and dissemination of information and educational materials on the development and maintenance of organizational and managerial culture and ethical behaviour in the civil service.	Support in the development and dissemination of outreach materials.	Raising the level of awareness of HR departments on the use of new HR tools.	
	Ensuring the development and dissemination of information and awareness-raising materials on integrity in the civil service and local self-government bodies.		Promoting the principles of integrity in the public service.	
Involvement of female and male veterans in public service.	Conduction of an information campaign to engage female and male veterans in public service.	Disseminate information about entering the public service among male and female veterans and current vacancies in public authorities.  Conduction of a series of events to provide career counselling for male and female veterans to enter the public service.	Ensuring the recruitment of male and female veterans to work in state authorities and local self-government bodies, creating conditions for their adaptation in the workplace.	General Department for Professional Development of Civil Servants and Local Self-Government Officials
3. Conduction of the All-Ukrainian information campaign to promote civil service.	Organization and conduct of information and educational events to promote the civil service.	Development of information materials to promote the civil service.  Expert and technical support in the preparation and conduct of an information event ('Promotional Day in the Civil Service').  Organisation of training programmes for youth.	Ensuring the dissemination of information about the purpose of civil servants' activities, strengthening the state's brand as an employer and attracting specialists to civil service positions.	General Department for Professional Development of Civil Servants and Local Self-Government Officials
4. Organization and conduction of the All-Ukrainian competition of creative works among youth in order to create conditions for recruitment, support and	Organization and conduct of the All-Ukrainian competition of creative works among youth	Expert and technical support for the organisation and conduct of the competition.	Ensuring the increased interest of the younger generation in the civil service and improvement of the image of the civil service servants in the society.	Center for Adaptation of the Civil Service to the Standards of the European Union

development of ambitious and motivated youth, increase their participation in the formation and implementation of public policy and public administration.



## INCREASING THE LEVEL OF PROFESSIONAL COMPETENCE OF CIVIL SERVANTS, HEADS OF LOCAL STATE ADMINISTRATIONS, THEIR FIRST DEPUTIES AND DEPUTIES, LOCAL SELF-GOVERNMENT BODIES AND DEPUTIES OF LOCAL COUNCILS

1. Creation of appropriate conditions for the professional development of civil servants, heads of local state administrations, their first deputies and deputies, local self-government bodies, deputies of local councils

Development of a typical general professional (certificate) training programme for local self-government bodies appointed to a position in local self-government bodies (for advanced training at least once every three years), elected or approved by the relevant council for an elected position (for advanced training at least once during the term of office).

Development of a typical general professional (certificate) training programme for heads of local state administrations, their first deputies and deputies (for advanced training at least once every three years).

Development of a typical general professional (certificate) training programme for local council deputies.

Development of a typical general professional (certificate) advanced training programme on preventing threats and crisis situations.

Study of the best international experience in ensuring the quality of education and educational activities and the possibility of their integration into the national system of professional training.

Study of the best international experience in ensuring the quality of

Expert support

Expert, organizational and resource support.

Expert, organizational and resource support.

Preparation of the draft typical training programme.

Preparation of a report on international experience in ensuring the quality of education and educational activities and proposals for their integration into the national professional training system.

Preparation of a report on international experience in ensuring

General Department for Professional Development of Civil Servants and Local Self-Government Officials

	education and educational activities and the possibility of their integration into the national system of professional training.	Expert, organizational and resource support.	the quality of education and educational activities and proposals for their integration into the national professional training system.	
	Organisation of training abroad for heads of postgraduate education institutions in the field of professional training.	Expert, organizational and resource, in particular financial support.	Training for heads of postgraduate education institutions in the field of professional training abroad.	
	Preparation of a practical guide on cooperation between state and local self-government bodies and educational service providers to meet the professional training needs of civil servants, heads of local state administrations, their first deputies and deputies, local self-government bodies, and local council members.	Expert, organizational and resource support.	Preparation of a guide which is available on the NAUCS website and the Knowledge Management Portal.	
	Preparation of a handbook on modern methods of adult training for use in professional training.		Preparation of a handbook which is available on the NAUCS website and the Knowledge Management Portal.	
2. Introduction of a mechanism for cooperation between state authorities, local self-government bodies, civil society institutions, international technical assistance programmes, all-Ukrainian associations of local self-government bodies, institutions, and establishments of various forms of ownership that provide educational services.	Organization and conduct of 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 deputies of local councils" in 2025.	Expert, organizational and resource, in particular financial support for the Competition.	Conduct of the Competition	General Department for Professional Development of Civil Servants and Local Self-Government Officials
	Participation of experts in the work of: - Expert Advisory Committee on approval of professional development programmes for civil servants, heads of local state administrations, their first deputies and deputies, local self-government bodies and local council members; - Coordination Committee on Professional Training of	Expert support.	Issuance of NAUCS orders on approval of professional development programmes.	



	<p>Civil Servants, Heads of Local State Administrations, their First Deputies and Deputies, Local Government Bodies, and Local Committee Members under the NAUCS; - the Competition Commission of 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 deputies of local councils".</p>			
<p>3. Educational project "Management of the de-occupied territory"</p>	<p>Professional development of civil servants and local self-government bodies under advanced training programmes on de-occupation and reintegration of the temporarily occupied territory, management of the de-occupied territory, including persons holding other positions but also included in the personnel reserve.</p> <p>Updating/development of professional development programmes.</p> <p>Development of training materials.</p> <p>Organisation of the training process and provision of the necessary training and methodological support, logistical support for trainers/experts and training participants.</p>	<p>Contracting experts to development/updating of professional development programmes; educational and methodological support and provision of training.</p> <p>Financial support for the preparation of certificates of professional development for training participants, in particular for persons holding other positions.</p> <p>Contracting trainers and payment for services related to the organisation of the event (accommodation, meals, transport costs of participants, rental of premises, etc.), if the event is held offline.</p>	<p>Enhancement of the professional competence of participants in the management and reintegration of the de-occupied territories.</p> <p>Improvement of the efficiency of the authorities in the de-occupied territories.</p> <p>Training of specialists capable in responding quickly to challenges in the process of reintegration and infrastructure restoration.</p> <p>Development of practical skills in crisis management and regional stabilisation.</p> <p>Enhancement of cooperation between state and self-government bodies to restore territorial integrity.</p> <p>Employment of persons included in the Personnel Reserve in the state authorities in the de-occupied territories.</p>	<p>High School of Public Governance</p>
<p>4. Workshop on municipal development and recovery</p>	<p>Improvement of the professional development of civil</p>	<p>Contracting experts to development/updating of professional</p>	<p>Improvement of professional competencies by</p>	<p>High School of Public Governance</p>

	servants and local self-government bodies, including mayors and their deputies.	development programmes; educational and methodological support; conducting training.	community leaders to implement effective local development tools to ensure transparency, security, resilience and environmental sustainability of cities and towns where residents have a decent standard of living, and where the foundations of economic prosperity and social stability are formed without harming the environment, based on the introduction of digital technologies.	
	Updating/development of professional development programmes.	Contracting trainers and payment for services related to the organisation of the event (accommodation, meals, transport costs of participants, rental of premises, etc.)		
	Development of tools to improve performance in exercising the relevant powers of the target group.			
5. Advanced training in strategic management and planning.	Professional development of civil servants and local self-government bodies through training programmes on strategic management and planning.	Contracting experts for the development/ updating of professional development programmes; educational and methodological support; conducting training.	Improvement of professional knowledge, skills and abilities of civil servants to ensure an appropriate level of their professional qualification in planning and evaluation of results, development of state strategic planning documents of various levels, monitoring and evaluation of the progress of their implementation and achievement of results, reporting in accordance with the methodology of result-based management.	High School of Public Governance
6. Transitional justice.	Advanced training of civil servants and local self-government officials in applying the tools of the transitional justice concept.	Contracting experts for development/updating of professional development programs; educational and methodological support; conducting training.  Education of trainers.	Improvement of the capacity of civil servants to analyse, formulate and implement public policy on the implementation of the state's obligations in the field of human rights and fundamental freedoms, and encourage them to partner with the public and international organizations to improve the human rights situation in Ukraine.	High School of Public Governance
7. School of project management.	Advanced training of civil servants and local government officials through advanced training programs.	Contracting experts for development/updating of professional development programs; educational and methodological support; conducting	Improvement of the professional competence of participants in modern methods and tools for writing, submitting and managing projects,	High School of Public Governance

		training.	which will allow participants to effectively cooperate with the European Union.	
8. Ethical dilemmas in public administration and ways to solve them.	Provision of the professional development of civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials, deputies of local councils.	Contracting experts to develop training and methodological support; conducting training.	Improvement of the level of professional knowledge and competencies of civil servants in the field of ensuring integrity and effective functioning of the corruption prevention system in the organization, applying algorithms for solving ethical dilemmas.	High School of Public Governance
9. Implementation of training in the public service.	Provision of the professional development of civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials, deputies of local councils.	Contracting experts for development/updating of professional development programs; educational and methodological support; conducting training.	Improvement of the level of professional knowledge and competences of civil servants on the use of coaching technologies to solve professional problems of public servants.	High School of Public Governance
10. Professional development of civil servants and local government officials within the framework of priority areas of professional training.	Professional development of civil servants and local self-government officials in the framework of priority areas of professional training (including issues identified as priorities for further civil service reform and specified in the SIGMA Public Administration in Ukraine Program Monitoring Report 2023), in particular: <ul style="list-style-type: none"> <li>- on ensuring equal rights and opportunities for women and men (gender equality), preventing and responding to cases of gender discrimination;</li> <li>- studying the Women, Peace and Security agenda;</li> <li>- development and strengthening of leadership capacities of women working in public authorities;</li> <li>- on the integration of gender mainstreaming into various policies in the process of EU accession, in particular in public finance management;</li> </ul>	Expert support in the development and implementation of professional development programs for civil servants in the priority areas of professional training.	Provision of the fulfilment of the state order for advanced training of civil servants and local government officials in the framework of priority areas of professional training.	High School of Public Governance

- on preventing and combating gender-based violence and conflict-related sexual violence in accordance with UN and NATO standards;
- on ensuring the rights and interests of persons with disabilities (in particular, on the accessibility of administrative services for people with disabilities, standards of service provision in the EU);
- human rights and anti-discrimination issues;
- on preventing and combating human trafficking;
- human resources management in the civil service and local self-government (in particular, on supporting mental health in times of war and adaptation of veterans to work in the public service).

11. Development and implementation of professional development programs to train specialists involved in planning, coordinating, monitoring and reporting on the fulfilment of Ukraine's commitments in the field of European integration, as well as specialists involved in the EU accession negotiations.

Professional development of civil servants and local government officials through training programs on European integration.

Expert support in the development and implementation of professional development programs.

Provision of a high efficiency of coordination in the field of European integration.

High School of Public Governance

12. Development and implementation of training programs for trainers on European integration.

Education of trainers who have modern innovative methods and tools for professional training of civil servants in the field of European integration.

Expert support in developing and implementing training programs for trainers.

Provision of the introduction of modern training technologies in the field of professional training of civil servants.

High School of Public Governance

13. Development and implementation of professional development programs in accordance with the principles of public administration of the OECD/SIGMA program.

Professional development of civil servants.

Expert support in the development and implementation of professional development programs.

Enhancement of the capacity of state institutions in the field of European integration in order to fulfil the conditions for full membership in the EU.

High School of Public Governance

14. Inclusion of modules on European legislation in professional development programs.	Professional development of civil servants and local government officials through training programs on European integration.	Expert support in the development and implementation of modules.	Enhancement of the capacity of state institutions in the field of European integration to meet the conditions for full EU membership.	High School of Public Governance
15. Development and implementation of programs to improve the of civil servants and local self-government officials on cybersecurity issues.	Professional development of civil servants and local self-government officials through cybersecurity training programs.	Expert support in the development and implementation of professional development programs.	Improvement of the skills of civil servants and local government officials in cybersecurity.	High School of Public Governance
16. Organization and conduct of the education of trainers on cybersecurity.		Expert support in the implementation of education for trainers.		High School of Public Governance
17. Development and implementation of programs to improve qualifications of: - specialists in the field of cybersecurity; - on digital literacy; - on new principles of general administrative procedure; - authorized persons for the prevention and detection of corruption.	Professional development of specialists in the field of cybersecurity.	Expert support in the development and implementation of professional development programs.	Provision of high-level training for cybersecurity specialists.	High School of Public Governance
	Professional development of civil servants and local government officials through digital literacy training programs.		Provision of the advanced training for civil servants and local government officials on digital literacy.	
	Professional development of civil servants and local self-government officials under advanced training programs on the new principles of general administrative procedure.		Provision of the advanced training for civil servants and local government officials on the new principles of general administrative procedure.	
Professional development of authorized persons for the prevention and detection of corruption (civil servants and local government officials).	Provision of high-level training for authorised persons in charge of preventing and detecting corruption (civil servants and local self-government bodies) to implement the State Anti-Corruption Programme for 2023-2025.			
18. Development and implementation of training programs of qualifications: - specialists in the field of cybersecurity; - on digital literacy; - on new principles of general administrative procedure.  Professional development of authorized persons for the prevention and detection of corruption	Updating professional development programs.	Expert support in the development and implementation of professional development programs.  Expert support in the implementation of education of trainers.  Expert support for the implementation of training, support in organizing the event.  Contracting experts for		High School of Public Governance
	Organization of events and provision of the necessary logistical support for trainers/ experts and training participants.			

<p>(civil servants and local government officials).</p> <p>Organization and conduct of the education of trainers of authorized persons on corruption prevention and detection.</p> <p>Implementation of advanced training programs on policy analysis.</p> <p>Implementation of advanced training programs on integrity.</p> <p>Implementation of advanced training programs on human rights and freedoms and anti-discrimination.</p> <p>Implementation of training programs for civil servants of the senior civil service / School of Strategic Studies.</p> <p>Implementation of advanced training programs on administrative procedure.</p> <p>Implementation of advanced training programs on human resources management.</p>		<p>the development of educational and methodological support.</p> <p>Conducting training.</p>	<p>the development of educational and methodological support.</p> <p>Conducting training.</p>	
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## ADAPTATION OF THE CIVIL SERVICE TO THE STANDARDS OF THE EUROPEAN UNION

<p>1. Enhancement of the institutional capacity of the Center for Adaptation of the Civil Service to the EU Standards in the status of the Ukrainian National CAF Resource Center.</p>	<p>Enhancement of the institutional capacity of the Center for Adaptation of the Civil Service to the EU Standards in the status of the Ukrainian National CAF Resource Center.</p>	<p>Expert support.</p>	<p>Provision of the expert support in conducting a review of the quality management system by applying the CAF general assessment scheme.</p> <p>Provision of the professional development of employees, involved in supporting the activities of the Ukrainian National Resource Center CAF National Resource Center.</p>	<p>Center for Adaptation of the Civil Service to the Standards of the European Union</p>
<p>1. Enhancement of the institutional capacity of the Center for</p>	<p>Enhancement of the institutional capacity of the Center for</p>	<p>Expert support.</p>	<p>Provision of the expert support in conducting a review of the quality</p>	<p>Center for Adaptation of the Civil Service to the Standards of the</p>



<p>Adaptation of the Civil Service to the EU Standards in the status of the Ukrainian National CAF Resource Center.</p>	<p>Adaptation of the Civil Service to the EU Standards in the status of the Ukrainian National CAF Resource Center.</p>		<p>management system by applying the CAF general assessment scheme.</p> <p>Provision of the professional development of employees, involved in supporting the activities of the Ukrainian National Resource Center CAF National Resource Center.</p>	<p>European Union</p>
<p>2. Organization and conduct of the seminar "Instruments for the development of public service: from theory to implementation practice".</p>	<p>Creation of a platform for developing practical skills in the use of international technical assistance instruments by public authorities. The event is aimed at strengthening the capacity of Ukrainian civil servants to apply TAIEX, Twinning, SIGMA and CAF instruments, developing their skills in working with them.</p>	<p>Expert, technical and resource support in preparing and holding the event.</p>	<p>Creation of a professional environment where Ukrainian officials will be better prepared for effective cooperation with European partners, which will be an important step towards Ukraine's integration into the EU and building a modern governance system.</p>	<p>Center for Adaptation of the Civil Service to the Standards of the</p>

## INTERNATIONAL AGREEMENTS NAUCS

Memorandum of Cooperation between the NAUCS and the Japan International Cooperation Agency (JICA)

Agreement (in the form Exchange of Notes) between the Government of Ukraine and the Government of Japan on the provision of a grant to the Government of Ukraine for the establishment of the Project for Human Resource Development Scholarship, and the Minutes of Discussions to the above-mentioned Agreement, signed on August 02, 2024 by the Head of the NAUCS Nataliia Aliushyna and the Ambassador Extraordinary and Plenipotentiary of Japan to Ukraine Matsuda Kuninori in accordance with the Resolution No. 680-r of the Cabinet of Ministers of Ukraine as of July 23, 2024

Grant Agreement for the Project for Human Resource Development Scholarship between the Government of Ukraine and the Japan International Cooperation Agency (JICA), signed on October 22, 2024 by the Head of the NAUCS Nataliia Aliushyna and the Chief Representative of JICA, Matsunaga Hideki in accordance with the Resolution No. 1018-r of the Cabinet of Ministers of Ukraine as of October 18, 2024

Memorandum of Understanding between the NAUCS and the United Nations Development Program

Memorandum of Understanding between the United Nations Population Fund and the High School of Public Governance

Memorandum of Cooperation on Technical Assistance between the NAUCS and Management Systems International

Memorandum of Cooperation on International Technical Assistance between DAI Global, LLC and the NAUCS

Memorandum of Understanding between the NAUCS and the International Technical Assistance Project "Support to the Decentralization Reform in Ukraine / Ukraine Local Empowerment, Accountability and Development Program (UDU/U-LEAD with Europe: Phase II)"

Agreement on Partnership and Cooperation between the High School of Public Governance and the EU Project "Continuation of Support to Public Administration Reform in Ukraine - EU4PAR2"

Memorandum of Understanding on Cooperation between the High School of Public Governance and the College of Europe in Natolin

Memorandum of Cooperation between Alinea International Ltd. for the implementation of the project "Support to Ukraine's Government Reforms" (SURGe), the National Agency of Ukraine for Civil Service and the High School of Public Governance

Memorandum of Understanding between the NAUCS and EF Language Learning Solutions Ltd

Memorandum of Cooperation between the NAUCS and the Public Organization "PROFESSIONAL GOVERNMENT"

Memorandum of Understanding between NAUCS and the All-Ukrainian Association of Local Self-Government Bodies "Association of Amalgamated Territorial Communities", High School of Public Governance

Memorandum of Understanding between NAUCS and the All-Ukrainian Association of Local Self-Government Bodies "Association of Amalgamated Territorial Communities", the Center of Expertise for Good Governance of the Directorate General for Democracy of the Council of Europe

Memorandum of Cooperation between the NAUCS and the Public Association "Ukrainian Helsinki Human Rights Union"

Memorandum of Understanding between the High School of Public Governance and the Hague Academy of Local Government

Memorandum of Cooperation between the National Democratic Institute and the NAUCS

Memorandum of Cooperation between the National Democratic Institute and the High School of Public Governance

Charitable Organization "Charitable Foundation 'Volunteer Association 'VESTA'" Memorandum of Cooperation

Memorandum of Cooperation between the NAUCS and the All-Ukrainian Youth Public Organization "Union of Young Civil Servants of Ukraine"

Agreement between the Lech Kaczynski National School of Public Administration and the Ukrainian School of Government

Memorandum of Understanding between HAUS Finnish Institute of Public Management and the High School of Public Governance

Memorandum of Understanding and Cooperation between the Ukrainian School of Government and the Malopolska School of Public Administration of the Krakow University of Economics

Memorandum of Understanding and Cooperation between the Ukrainian School of Government and the Academy of the Ministry of Finance of Georgia

Memorandum of Understanding for cooperation between the High School and the French National Institute of Public Service

Agreement on Partnership and Cooperation between the High School of Public Governance and the International Association "InterRegioNovation" (France)

Agreement on Partnership and Cooperation between the High School of Public Governance and the All-Ukrainian Public League "Ukraine-NATO"

Memorandum of Cooperation between the NAUCS and the Presidential Office of Ukraine, the Ministry of Education and Science, the Verkhovna Rada Committee on Organization of State Power, Local Self-Government, Regional Development and Urban Planning

Memorandum of Cooperation between the NAUCS and the NGO "Development of Civic Competencies in Ukraine"

Memorandum of Cooperation between the NAUCS and the European Union Advisory Mission for Civilian Security Sector Reform in Ukraine, Ministry of Internal Affairs of Ukraine

Memorandum of Cooperation between the NAUCS and the National School of Administration

Agreement on Cooperation in the development and implementation of the online course between the NAUCS and LLC "HGR Ukraine", NGO "PROMETHEUS", All-Ukrainian Center for Advanced Training of Civil Servants and Local Self-Government Bodies

Agreement on Cooperation between NAUCS and Agriteam Canada Consulting Ltd. within the implementation of the project "Expert Support to Governance and Economic Development"

Memorandum of Understanding and Cooperation between the NAUCS and the Swiss-Ukrainian Project "Decentralization Support in Ukraine" (DESPRO)

Memorandum of Cooperation between the NAUCS and the State Agency for E-Governance of Ukraine, International Charitable Organization "Eastern Europe Foundation"

Memorandum of Cooperation between NAUCS, State University "Zhytomyr Polytechnic" and High School of Public Governance

Memorandum of Cooperation between NAUCS and the State Institution "State Environmental Academy of Postgraduate Education and Management"

Memorandum of Cooperation between the NAUCS and the National Institute for Strategic Studies

Memorandum of Cooperation between NAUCS and the National University of Kyiv-Mohyla Academy

Memorandum of Cooperation between the NAUCS and the Kyiv National University of Trade and Economics

Memorandum of Cooperation between the NAUCS and the National Democratic Institute for International Relations

Memorandum of Cooperation between the NAUCS and Ternopil National Economic University

Memorandum of Cooperation between the NAUCS and the University of Economics and Law "Krok"

Agreement on cooperation between the NAUCS and the National  
Pedagogical Dragomanov University





**PARTNERS FORUM 2024**