



NATIONAL AGENCY OF UKRAINE
ON CIVIL SERVICE

**FORUM
PARTNERS
2023**

COOPERATION AND INTEGRATION

WITH INTERNATIONAL ORGANIZATIONS
AND INTERNATIONAL TECHNICAL
ASSISTANCE PROJECTS

2023-2024

MISSION OF THE NAUCS

development of a professional, efficient, sustainable, politically impartial civil service that meets the principles of good governance and the standards and best practices of the EU Member States



INFORMATION ON COOPERATION

of the National Agency on Civil Service

in the framework of international assistance in 2023

COUNCIL OF EUROPE



CONSEIL DE L'EUROPE

The Council of Europe Programme “Strengthening Good Democratic Governance and Resilience in Ukraine”

1. Participation in the preparation of a practical guide on planning and organizing professional training for civil servants of local state administrations, heads of local state administrations, their first deputies and deputies

was provided.

2. Conduction of a study of the professional training needs of local self-government officials and deputies of local councils was provided.

3. Technical support for the development of information and graphic materials “International technical assistance project (programme) as a subject of provision of educational services in the field of professional training (provider) in Ukraine” was provided.

4. Participation of the Programme experts in the activities:

Coordination council on professional training of civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials, deputies of local councils under the national agency of Ukraine on civil service; Competition commission of the competition “Best practices of implementing educational innovations in the professional training system 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 approval of advanced training programmes for civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials and deputies of local councils.

5. Resource as well as financial support for the competition “Best practices for implementing educational innovations in the professional training system of civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials and deputies of local councils” was provided.

6. Recommendations on specific issues of application of service legislation and labor legislation by local self-government bodies during martial law were prepared.

7. Participation in working groups on the development of professional standards “Local self-government specialist in access to public information” and “Local self-government specialist in communications” was provided.

8. Participation in the working group on drafting the Model provision on the human resources management service in a local self-government body was provided.

9. Participation of the Programme experts in the working group on the formation of organizational culture of civil service and service in local self-government bodies.



United Nations Development Programme in Ukraine (UNDP)

1. Expert support in the development of a typical general short-term advanced training programme for civil servants and local self-government officials “Organization of work on ensuring the right to access public information in government authorities and local self-government bodies” (approved by the Order of the NAUCS as of March 29, 2023 No. 45-23) was provided.

2. Manual “Access to public information for civil servants and local self-government officials: training manual for trainers” was developed and presented.

3. Training of trainers on ensuring the right to access public information in government authorities and local self-government bodies was conducted.

4. Educational series “International humanitarian law and human rights protection under martial law in Ukraine” (available on the Diia.Digital Education portal <https://osvita.diia.gov.ua/courses/iternational-humanitarian-law>) was created.

5. Expert support in the development of a typical general short-term advanced training programme for civil servants and local self-government officials “Ensuring the creation of barrier-free space on the basis of equality, non-discrimination, accessibility and inclusion” (approved by the Order of the NAUCS as of September 29, 2023 No. 159-23) was provided..

6. Participation of the Programme experts in the work of the competition commission of the competition “Best practices for the implementation of 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”.

7. Online courses were developed, published and presented:

- “International humanitarian law”;
- “Crisis communication”s;
- “Crisis communications in human resources management”;
- “Public service”.

8. The event “Promotional day in public service” was supported.

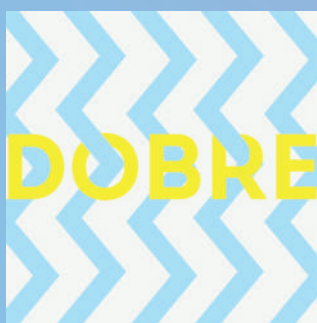
9. Expert support in the preparation of a manual on barrier-free public service was provided.

10. Participation of the Programme experts in the working group on the formation of organizational culture of civil service and service in local self-government bodies was provided.

11. Training programmes were developed and conducted:

- The special short-term advanced training programme “Use of training technologies in organizing training on ensuring the right to access public information in government authorities and local self-government bodies”, 24 trainers were trained;
- The general short-term advanced training programme “State without barriers”, 373 people were trained.

12. The general professional (certificate) advanced training programme “Human rights” was conducted, 562 people were trained.



USAID Programme “Decentralization Offering Better Results and Efficiency” (DOBRE)

1. Participation of the Programme experts was provided in the activity:

Coordination council on professional training of civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials, deputies of local councils under the National Agency of Ukraine on Civil Service;

Competition commission of the competition “Best practices of implementing educational innovations in the professional training system 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 approval of advanced training programmes for civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials and deputies of local councils;

Working group for the development of a draft typical general short-term advanced training programme “Youth policy based on participatory approaches” (approved by the Order of the NAUCS as of September 18, 2023 No. 149-23).



USAID Governance and Local Accountability (HOVERLA)

1. Participation of the Project experts in the work of the expert advisory council on the approval of advanced training programmes for civil servants,

heads of local state administrations, their first deputies and deputies, local self-government officials and deputies of local councils was provided.

2. Participation in organizing and conducting training of trainers on the application of the Law of Ukraine “On Administrative Procedure” was provided.



EU project “Support to Comprehensive Reform of Public Administration in Ukraine” (EU4PAR)

1. Participation of the Project experts in the work of the expert advisory council on the

approval of advanced training programmes for civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials and deputies of local councils was provided.

2. Participation in organizing and conducting training of trainers on the application of the Law of Ukraine “On Administrative Procedure” was provided.

3. Survey of civil servants on their motivation for training activities in the professional training system was conducted.

4. Communication materials during the preparation and implementation of the civil servants’ remuneration system reform (audiovisual materials) were developed.

5. Training for personnel management services was developed and conducted under the programme “Systematic approach to personnel management in the civil service” - HR Workshop (HR Maisternia).

6. “Training for Trainers” for HR services was developed and conducted.

7. Participation of the Project experts in the working group on the development of the organizational culture of civil service and service in local self-government bodies was provided.

8. Training programmes were developed and conducted:

- special short-term advanced training programme “Training of trainers on general administrative procedure”, 23 trainers were trained;
- special short-term advanced training programme “Use of training technologies in organizing training on new principles of administrative procedure”, 12 trainers were trained;
- general short-term advanced training programme “General administrative procedure” and “Cybersecurity of critical information infrastructure for public sector information security professionals”. Conducting training under these programmes, training of trainers to conduct training under the general short-term advanced training programme “General Administrative Procedure” (639 civil servants and local self-government officials).

9. Training was conducted under the programmes:

- The general short-term advanced training programme “Russian disinformation and ways to counter it”, 101 people were trained;
- The general short-term advanced training programme “Strategic communications in public administration. crisis response strategies”, 20 people were trained;
- The general short-term advanced training programme “Systematic approach to human resources management in the public service”, 14 people were trained.

10. The general short-term advanced training programme “Cybersecurity system of a state institution from A to Z” as part of the advanced training of civil servants holding category A positions was conducted. The qualifications of 15 civil servants holding category A positions were upgraded.

11. From June 23 to October 25, 2023, the All-Ukrainian competition of creative works among young people was organized and held.

The competition was held in 6 nominations:

- nomination “Equal rights and opportunities for women and men”;
- nomination “Political education and political culture”;
- nomination “Youth in the public administration system: new approaches and prospects”;
- nomination “Education reform under martial law”;
- nomination “My experience of participation in the formation and implementation of youth policy”;
- nomination “Public administration reform in the context of Ukraine’s European integration”.

The Competition committee received 204 entries for consideration.

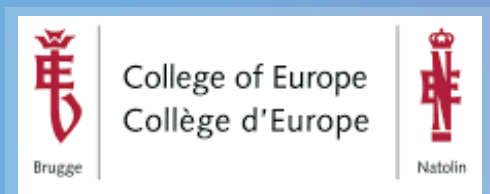


**International
Language Centres**

EF Language Learning Solutions

1. Participation in the preparation and implementation of the all-Ukrainian project Eng4PublicService for free learning of English for public servants on the platform of EF English Live

online school was provided.



European Union Project Natolin4Capacity Building, College of Europe

1. Educational platform Natolin4Capacity Building was created.

2. Training of public servants in 16 online courses on

European integration was provided.

3. The programmes were developed and training was conducted:

- The general short-term advanced training programme “Development of policies in the EU”, 25 people were trained;
- The general short-term advanced training programme “Expansion of the EU market”, 29 people were trained;
- The general short-term advanced training programme “The transformational power of the EU”, 34 people were trained;
- The general short-term advanced training programme “Citizens in the EU”, 38 people were trained;
- The general short-term advanced training programme “EU financial instruments”, 22 people were trained.



The Swiss-Ukrainian DECIDE project – “Decentralization for the development of democratic education”

1. The advanced training programme for civil servants on decentralization of education

management in cooperation with representatives of the public organization “Development of Civic Competencies in Ukraine” (DOCCU) was developed and implemented.

2. A series of educational webinars (11) for civil servants and local self-government officials on the practical aspects of the functioning of government authorities and local self-government bodies under martial law was conducted.

3. Participation in the organization (in cooperation with NAUCS, High School of Public Governance, All-Ukrainian association of local self-governments) of an expert meeting on planning the professional development of civil servants and local self-government officials who provide management in the field of education was provided.

4. From June 23 to October 25, 2023, the All-Ukrainian competition of creative works among young people was organized and held.

The competition was held in 6 nominations:

- nomination “Equal rights and opportunities for women and men”;
- nomination “Political education and political culture”;
- nomination “Youth in the public administration system: new approaches and prospects”;
- nomination “Education reform under martial law”;
- nomination “My experience of participation in the formation and implementation of youth policy”;
- nomination “Public administration reform in the context of Ukraine’s European integration”.

The Competition committee received 204 entries for consideration.



#USAID_Взаємодія

USAID project “Support to Anti-Corruption Champion Institutions” (SACCI)

1. Expert and technical support for the development and implementation of the functional module of the Knowledge Management Portal “Expert Advisory Council (EAC) on the approval of advanced training programmes for civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials

and deputies of local councils” was provided.

2. Participation of the Project experts in the working group on the development of a typical general professional (certificate) advanced training programme “Prevention of Corruption and Implementation of Integrity Standards in Civil Service and Local Self-Government” (approved by the Order of the NAUCS as of June 09, 2023 No. 81-23) was provided.

3. Participation in organizing and conducting events:

- Forum of integrity for public servants and local self-government officials, which was held on September 21, 2023 within the framework of Richelieu Public Service Forum;
- International Student Congress (internship) “UP”, dedicated to the topic: “Integrity in public service: myth or reality?”.

4. Proposals for criteria for assessing compliance with the competency “Integrity and compliance with the rules of ethical behavior” of candidates for civil service positions (Integrity SACCI) were developed.

5. Draft communication strategy for the NAUCS and other communication products aimed at promoting integrity in the civil service and service in local self-government bodies was developed.

6. Participation in working meetings with members of the Human Resource Management Council under the NAUCS, during which the algorithm for assessing the integrity of candidates for civil service positions was provided.

7. Participation of the programme experts in the working group on the formation of the organizational culture of the civil service and service in local self-government bodies was provided.

8. Programme for authorized persons on prevention and detection of corruption was developed and conducted under the general short-term advanced training programme “Implementation of the professional standard of anti-corruption work in the activities of government authorities and local self-government bodies” was developed and conducted, 29 people were trained (as of October 19, 2023), and the training of 57 people is planned.

COUNCIL OF EUROPE



CONSEIL DE L'EUROPE

The Council of Europe Project “Youth For Democracy in Ukraine: Phase III”

1. Expert support in the development of a draft typical general short-term training programme “Youth policy based on participatory approaches” (approved by the Order of the NAUCS as of September 18, 2023 No. 149-23) was provided.

2. From June 23 to October 25, 2023, the All-Ukrainian competition of creative works among young people was organized and held.

The competition was held in 6 nominations:

- nomination “Equal rights and opportunities for women and men”;
- nomination “Political education and political culture”;
- nomination “Youth in the public administration system: new approaches and prospects”;
- nomination “Education reform under martial law”;
- nomination “My experience of participation in the formation and implementation of youth policy”;
- nomination “Public administration reform in the context of Ukraine’s European integration”.

The Competition committee received 204 entries for consideration.



United Nations Population Fund (UNFPA)

1. Participation of Programme experts in the working group on the development of a draft typical general short-term training programme “Prevention and counteraction of gender-based, in particular domestic, violence” (approved by the Order of the NAUCS as of

September 01, 2023 No. 139-23) was provided.

2. The National Training Center for Combating Domestic and Gender-Based Violence was established at the initiative of the High School of Public Governance, within the framework of the implementation of the Memorandum of Understanding between the United Nations Population Fund and the High School of Public Governance.

3. Programmes were developed and implemented:

The special short-term advanced training programme “Training technologies for counteracting domestic and gender-based violence and providing assistance to victims”, 21 trainers were trained;

The special short-term advanced training programme “Use of training technologies in the organization of training on combating gender-based and domestic violence and providing assistance to victims”, 20 trainers were trained.

4. The typical general short-term advanced training programme “Prevention and countermeasures against gender-based, in particular domestic violence” was developed and approved.

5. Methodical manual for teachers, trainers on the typical general short-term advanced training programme “Prevention and counteraction of gender-based, in particular domestic violence” was developed.

6. Methodological recommendations for studying the needs of government authorities and local self-government bodies regarding the training of specialists in the prevention and counteraction of domestic violence and gender-based violence were developed.

7. A national survey of government authorities and local self-government bodies regarding their needs for the training of specialists in the prevention and counteraction of domestic violence and gender-based violence (in cooperation with the Office of the Government Commissioner for Gender Equality Policy and the National Social Service of Ukraine) was conducted.

8. Training for civil servants, local self-government officials and social workers in face-to-face format (160 participants) on preventing and countering domestic violence and gender-based violence (October-November 2023) is planned.



UN Women in Ukraine Country Office

1. Participation of the Programme experts was provided in the activity:

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

Ukraine on Civil Service;

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

2. The online course “Identifying and responding to cases of conflict-related sexual violence and providing assistance to victims” was prepared.

3. Cooperation on the creation of the educational series “Historical Figures in Nation- and State-Building Processes” is being implemented.

4. The workshop “Gender-oriented Budgeting in Ukraine” was organized.

5. From June 23 to October 25, 2023, the All-Ukrainian competition of creative works among young people was organized and held.

The competition was held in 6 nominations:

- nomination “Equal rights and opportunities for women and men”;
- nomination “Political education and political culture”;
- nomination “Youth in the public administration system: new approaches and prospects”;
- nomination “Education reform under martial law”;
- nomination “My experience of participation in the formation and implementation of youth policy”;
- nomination “Public administration reform in the context of Ukraine’s European integration”.

The Competition committee received 204 entries for consideration.



European Union Programme U-LEAD with Europe (GIZ)

1. Expert and technical support for finalizing the functionality of the Knowledge Management Portal was provided.

2. Participation in the working group on the development of the draft Model provision on the human resources management service in a local self-government body was provided.



Public union “Ukrainian Helsinki Human Rights Union”

1. The online course “International humanitarian law in the professional activity of public officials” (available on the Prometheus platform at the link: <http://surl.li/lsglb>) based on a typical general short-term advanced training programme

“International humanitarian law in the professional

activity of public officials” was created.

2. The advanced training of civil servants and local self-government officials under the general short-term advanced training programme “International humanitarian law in the professional activities of public servants” (with the financial support of the United States

Agency for International Development (USAID) within the framework of the Human Rights in Action Programme, which is implemented by the Ukrainian Helsinki Human Rights Union) was conducted.



SIGMA

Creating Change Together

OECD/SIGMA Programme

1. Expert support for the accompaniment 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 classification of positions” (reg. No. 8222) was provided. SIGMA's conclusion on draft Law No. 8222 was provided.

2. The programmes were developed and training was conducted under:

- The general short-term advanced training programme “Civil service in crisis and post-crisis periods: experience of the European Union Member States”, 277 people were trained;
- The general short-term advanced training programme “Implementation of the European principles of public administration of the OECD/SIGMA Programme”, 342 people were trained.

3. As part of the professional development of civil servants holding category A positions, programmes were developed and training was conducted:

- The general short-term advanced training programme “The functioning of the civil service institute in the crisis and post-crisis periods based on the experience of the European Union Member States”, 21 civil servants holding category A positions were trained;
- The general short-term advanced training programme “Reforming the public administration system of Ukraine in accordance with European standards of good administration”, 25 civil servants holding category A positions were trained.

4. On February 20-24, 2023, a meeting was held in Paris (France) with representatives of the OECD/SIGMA Programme regarding the planning of an assessment of the state of affairs in the public administration system of Ukraine.

5. In April 2023, the OECD/SIGMA Programme launched a monitoring assessment of public administration of Ukraine in six areas defined by the Principles of Public Administration.

6. A series of interviews as part of the assessment of the state of affairs in the public administration system of Ukraine, from May 26 to June 1, 2023, was conducted by representatives of the OECD/SIGMA Programme.

7. On September 4-8, 2023, in Tbilisi (Georgia), the OECD/SIGMA and GIZ within the framework of the Regional Fund of the Eastern Partnership for reengineering and digitalization projects the training at the 3rd Academy “Quality management systems and quality culture” with the aim of in-depth training on Common Assessment Framework (CAF) and ISO was conducted.

Організація з безпеки та співробітництва в Європі



Координатор проєктів в Україні

Special Representative of the OSCE Chairmanship – Project Co-ordinator in Ukraine

1. The general short-term training programme “Managing conflicts in public authorities” was developed in cooperation with the experts of the Special Representative of the OSCE Chairmanship – Project Co-ordinator in Ukraine.

2. Participation of experts in the working group on the formation of the organizational culture of civil service and service in local self-government bodies was provided.



ПРАВО-JUSTICE

EU Project Pravo-Justice

1. Participation of Project experts in the working group on the formation of the organizational culture of civil service and service in local self-government bodies was provided.

2. Promoting the strengthening of the issue of mediation in the public service was provided.



European Union Advisory Mission (EUAM)

1. Participation of the EUAM expert in the evaluation of the applications of the participants of the All-Ukrainian competition “Best practices of personnel management” as a member of the competition commission was provided.



Ukraine Reform Architecture Programme (URA)

1. Training under the general short-term advanced training programme “Systemic approach in personnel management in public service” was conducted, 14 people were trained.



MATRA Programme, which implemented by the Hague Academy of Local Governance with the support of the Ministry of Foreign Affairs of the Kingdom of the Netherlands

1. The programmes were developed and training was conducted under:

- The special short-term advanced training programme “Training for trainers on promoting integrity in public service”, 20 trainers were trained;
- The special short-term advanced training programme “Training for trainers on issues of transitional justice”, 13 trainers were trained.

2. The online course “The integrity of a civil servant while performing official duties” was updated.

3. Manual “Promoting the development of principles of integrity and good governance. Reflections and best practices for public institutions” was updated.

4. Expert support was provided and the online course “Transitional justice” was developed.



SURGe International Technical Assistance Project "Supporting Governmental Reforms in Ukraine"

1. The programmes were developed and training was conducted under:

- The general short-term advanced training programme "Results-oriented management", 211 people were trained;
- The special short-term advanced training programme "Training technologies for the organization of training on

strategic planning according to the results-oriented management methodology", 26 trainers were trained.

2. The "School of Strategy Training" programme was developed and implemented as part of the advanced training of civil servants holding category A positions. 42 civil servants holding category A positions were trained.

3. The online course on the MOODLE platform of the High School of Public Governance "Result-oriented management" was launched.



Dr. Denis Mukwege Foundation

1. Training under the special short-term advanced training programme "Training technologies for learning how to respond to cases of conflict-related sexual violence and provide assistance to victims" was developed and conducted, 25 trainers were trained.



Hanns Seidel Foundation

1. The programmes were developed and training was conducted under:

- The general short-term advanced training programme "Tools for implementing the European model of civic (political) education", 49 people were trained;
- The general short-term advanced training programme

"Media education and media literacy: EU and Ukraine achievements", 52 people were trained;

- The general short-term advanced training programme "Human rights in the EU", 42 people were trained.

2. The general short-term advanced training programme "Negotiations with the EU and the dynamics of decision-making: a practical approach" is being developed.

3. From June 23 to October 25, 2023, the All-Ukrainian competition of creative works among young people was organized and held.

The competition was held in 6 nominations:

- nomination "Equal rights and opportunities for women and men";
- nomination "Political education and political culture";
- nomination "Youth in the public administration system: new approaches and prospects";
- nomination "Education reform under martial law";
- nomination "My experience of participation in the formation and implementation of youth policy";
- nomination "Public administration reform in the context of Ukraine's European integration".

The Competition committee received 204 entries for consideration.



EU Project in Ukraine Association4You

1. Training under the general short-term advanced training programme “Communication of European integration: the process of creating a communication strategy and plan of activities” was developed and conducted, 96 people were trained.



Knowledge Transfer Service of the Ministry of Foreign and European Affairs of the Republic of Croatia GIZ project "Innovation Lab for EU Association of Ukraine"

1. Training under the general short-term advanced training programme “EU policy and territorial development” was developed and conducted, 71 people were trained.

2. Training under the special short-term advanced training programme “The use of training technologies during the organization of training on European integration and the approximation of Ukrainian legislation to EU law” was developed and is being conducted (October - November, 2023).

COUNCIL OF EUROPE



CONSEIL DE L'EUROPE

Council of Europe Program “Decentralization and Reform of Public Administration in Ukraine”

1. The programme was developed and training was conducted under:

- The general short-term advanced training programme “Integration of gender approach in local policies, plans, budgets”, 88 people were trained.



National Democratic Institute and Embassy of Sweden in Ukraine

1. The programmes were developed:

- The general short-term advanced training programme “Gender-oriented governance”;
- The general short-term advanced training programme “Gender-oriented governance in Ukraine”.

2. The “School of Gender Mainstreaming” was introduced, the qualifications of civil servants were improved:

- category A – 15 people;
- category B and C – 86 people;
- employees of the Kyiv City State Administration – 61 people.

3. The online course “Gender approach in public administration”, which will become part of the programme of professional development of civil servants, is being developed.



USAID/UKaid project “Transparency and Accountability in Public Administration and Services/TAPAS” ICO East Europe Foundation

1. The programme was developed and training was conducted under:

The general short-term advanced training programme “Access to public information for civil servants and local government officials”, 497 people were trained.

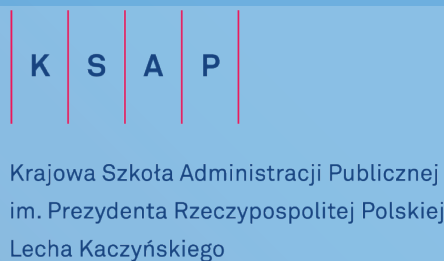


International Organization for Migration (IOM)

1. The programme was developed and training was conducted under:

- The general short-term advanced training

programme “Mechanisms and tools for combating human trafficking” (as of October 20, 2023, 196 people are studying), the programme also provides for the completion of the relevant online course.



The Lech Kaczyński National School of Public Administration (KSAP) in cooperation with the Civil Service Department of the Chancellery of the Prime Minister (CSD)

1. Study visit to the state institutions of the Republic of Poland on the topic “Strengthening the personnel management system in the civil service of the Eastern Partnership countries” was provided.



Japan International Cooperation Agency (JICA)

1. A Memorandum of cooperation between the Japan International Cooperation Agency and the National Agency of Ukraine on Civil Service was prepared and signed.

2. Candidates were selected and 20 short-term training programmes were implemented in the following areas: energy, cyber security, criminal justice, competition law, health care, education and science, agriculture, local self-government, etc.



Assistance for the implementation of TAIEX activities: provision of logistical services and financial management tasks

As of October 31, 2023:

1750 representatives of government authorities took part in 7 multi-country workshops, initiated by European Commission and in 40 events, initiated by Ukraine, in particular:

- 10 expert missions;
- 12 workshops;
- 18 study visits.

75 TAIEX applications were sent and approved by the European Commission as part of the 2023 TAIEX Plan of Engagement of the External Assistance of the European Commission.

NEEDS OF NAUCS IN ATTRACTING DONOR ASSISTANCE

Scope of assistance and support (according to strategic goals of NAUCS)	Name of activity	Objective of activity	Forms of implementation (expert support, organization of events, preparation of methodological materials, etc.)	Expected results	Responsible for implementation
Strategic objective 1. Ensuring the formation and implementation of state policy in the sphere of civil service and personnel management Objective 4. Formation of an organizational culture of the civil service based on the values of achieving results, responsibility, innovation, and open communication	1. Ensuring barrier-free service in government authorities and local self-government bodies	1. Development of information materials on creating a barrier-free workplace.	1. Preparation of a training programme, guidelines, and videos on topical issues. 2. Participation in working groups and events at the invitation of the National Agency of Ukraine on Civil Service. 3. Creating a barrier-free communication simulator.	1. Ensuring inclusion and equality in the civil service and local self-government bodies, improving organizational culture, increasing efficiency and interaction of employees. 2. Raising the level of awareness of employees' issues among HR staff on barrier-free communication, workflow and space organization.	General Department for the management of personnel in the civil service and local self-government authorities
Strategic objective 1. Ensuring the formation and implementation of state policy in the field of civil service and personnel management	1. Learning English at the central and local levels	1. Development of civil servants' professional and communicative competence, formation of practical foreign language skills in various types of speech activities to the extent necessary for situational and professional communication	1. Preparation of teaching and learning materials: - general advanced training programme for civil servants and local self-government officials; - textbook; - thematic texts for reading;	1. Knowledges: lexical features of a foreign language used for communication in the field of public administration; grammatical features of a foreign language necessary for various forms of	High School of Public Governance

		<p>in order to master the latest professional information within the proposed level.</p>	<p>- glossary.</p> <p>2. Preparation of short-term professional programmes:</p> <ul style="list-style-type: none"> - "Public service system in Ukraine; - "Political system in Ukraine"; - "The European integration"; - programs for business correspondence: "Business correspondence"; - programme aimed at developing oral communication: "Everyday communication". <p>3. Organization of training in certificate programmes.</p> <p>4. Organization of the Speaking Club, whose tasks include:</p> <ul style="list-style-type: none"> - development of oral communication skills; - acquisition of skills to express one's opinion; - activation of passive vocabulary and learning new vocabulary; - improving your own pronunciation; - improving listening comprehension of English; - overcoming the language barrier; - communication on topics chosen by club members; - familiarization with the peculiarities of monologue 	<p>communication in a foreign language in practical activities within the specified level.</p> <p>2.Skills:</p> <ul style="list-style-type: none"> use basic lexical and grammatical skills to the extent necessary for oral and written communication in a foreign language on professional topics; conduct a conversation, discussion, ask questions and give meaningful answers; analyze and summarize information provided in English-language sources for the purpose of its further transfer; write resumes, reports, prepare presentations and speeches. <p>3.Abilities:</p> <ul style="list-style-type: none"> use basic lexical and grammatical skills to the extent necessary for oral and written communication in a foreign language on professional topics; conduct a conversation, discussion, ask questions and give meaningful answers; analyze and summarize information provided in English-language sources for the 	
--	--	--	--	---	--

			<p>speech (meetings-presentations, public speeches).</p> <p>5. Digitalization of English language teaching:</p> <ul style="list-style-type: none"> - development and digitalization of input, intermediate and final tests; - digitalization of the test book - development of software for creating/visualizing English language tests; - development of online courses with the use of online simulators and practices of gamification and simulation for learning English. 	<p>purpose of its further transfer; write resumes, reports, prepare presentations and speeches.</p>	
<p>Strategic objective 2.</p> <p>Increasing the level of protection of the right of citizens to access the civil service, the legal rights and interests of civil servants</p>	<p>1. Coordination of the classification of civil service positions</p>	<p>1. Organization of classification of civil service positions</p> <p>2. Processing the results of position classification</p>	<p>1. Development of communication materials during the preparation and implementation of the civil servants' remuneration system reform.</p> <p>2. Expert and methodological support.</p> <p>3. Automation of the process of position classification.</p>	<p>1. All civil service positions have been classified.</p>	<p>General Department for Remuneration Policy and Functional Development of the Civil Service</p>
<p>Strategic objective 3.</p> <p>Strengthening the institutional capacity, openness and transparency of the NAUCS in the area of civil</p>	<p>1.Improving the efficiency of HR services and public authorities in general</p>	<p>1. Development of a list of measures that will facilitate quick and high-quality adaptation of civil servants who have</p>	<p>Priority areas and forms of cooperation:</p> <p>1. Development of programmes and projects to provide special support to both public servants</p>	<p>1. Ensuring emotional resilience and support for employees, determining the algorithm of actions in the process of</p>	<p>General Department for the management of personnel in the civil service and local self-government authorities</p>

service reform		<p>experienced war.</p> <p>2. Development and dissemination of information materials for HR services on adaptation measures for employees who have experienced war.</p> <p>3. Increasing the prestige of the civil service as an employer.</p>	<p>and residents of communities in the de-occupied territories.</p> <p>2. Preparation and creation of animated videos about the role of a public servant.</p> <p>3. Conducting an information campaign on recruitment to the public service targeting defenders, volunteers and activists of Ukraine.</p>	<p>adaptation of employees who have experienced war.</p> <p>2. Overcoming the negative effects of war with the help of HR management tools.</p>	
	2. Strengthening public trust in the public service	<p>1. Conduction of a survey to determine the level of public trust in the public service.</p> <p>2. Development of a list of measures that will be aimed at strengthening the level of public trust in the public service based on the results of a survey to determine the level of public trust in the public service.</p> <p>3. Organization and conduction of training for civil servants and local self-government officials to raise awareness and develop skills necessary to strengthen public trust in the public service (based on the results of a survey to determine the level of public trust in the public service).</p>	<p>1. Preparation of expert reviews and recommendations on specific topics on the formation of organizational culture in the public service.</p> <p>2. Preparation of expert materials for training events on the topic on the formation of organizational culture in the public service.</p> <p>3. Participation in working groups and events at the invitation of the National Agency of Ukraine on Civil Service.</p> <p>4. Provision of financial assistance for the organization of training and expert events.</p>	<p>1. Conducting a sociological survey to determine the level of public trust in the public service.</p> <p>2. Developing effective mechanisms and tools aimed at strengthening public trust in the public service.</p> <p>3. Raising awareness as well as building the skills of public servants necessary to strengthen public trust in the public service.</p>	General Department for the management of personnel in the civil service and local self-government authorities

	<p>3. Ensuring the implementation of the Law of Ukraine "On Service in Local Self-Government Bodies" as of May 02, 2023 No. 3077</p>	<p>1. Provision of expert support for the development of draft regulations, methodological recommendations and explanatory work.</p> <p>2. Development of training materials for elected local self-government officials and local self-government employees on the novelties of the legislation on service in local self-government bodies.</p> <p>3. Organization and conduction of training events for heads of local councils, administrators of executive committees (executive offices) and specialists of HR services on the new legislation on service in local self-government bodies.</p> <p>4. Conduction of information and communication campaign, including technical support for the development of information and explanatory materials on the uniform application of the novelties of the legislation on service in local self-government bodies.</p> <p>5. Development of professional standard for the</p>	<p>1. Preparation of expert reviews and recommendations for service in local self-government bodies.</p> <p>2. Preparation of expert materials on service in local self-government bodies.</p> <p>3. Participation in working groups and events at the invitation of the National Agency of Ukraine on Civil Service.</p> <p>4. Provision of financial assistance for the organization of training and expert events.</p>	<p>1. Development of regulations and methodological recommendations for the implementation of the Law of Ukraine 3077.</p> <p>2. Raising the level of awareness of local government officials on the novelties of the legislation on service in local self-government bodies.</p> <p>3. Ensuring uniform understanding and implementation of the novelties of the legislation on service in local self-government bodies in the practice of work in local self-government bodies.</p> <p>4. Ensuring that the capacity of HR services to manage personnel in accordance with the requirements of the new legislation on service in local self-government bodies is enhanced.</p> <p>5. Raising the level of awareness of HR services on the use of new HR tools provided by the new legislation on service in local self-government bodies.</p> <p>6. Development of a professional standard based on a</p>	<p>General Department for the management of personnel in the civil service and local self-government authorities</p>
--	--	--	---	---	--

		manager of the executive office (committee).		competency-based approach, as well as define the functionality of the respective profession in order to define professional competencies.	
Strategic objective 4. Increasing the level of professional competence of civil servants, local self-government officials, heads of local state administrations, their first deputies and deputies	1. Introduction of an effective system for identifying the professional training needs of civil servants, local self-government officials, heads of local state administrations, their first deputies and deputies of local councils	Introduction of digitalization and automation of management processes in the system of ensuring professional training of civil servants, local self-government officials, heads of local state administrations, their first deputies and deputies, deputies of local councils through the development and implementation of functional modules on the Knowledge Management Portal 1. "Monitoring of the system of professional training of civil servants by SIGMA	1. Expert, organizational and resource, in particular financial support to the improvement of the Knowledge Management Portal's functionality.	1. Functionality of the Knowledge Management Portal is improved.	General Department for Professional Development of Civil Servants and Local Self-Government Authorities

		<p>sub-indicators";</p> <p>2. "Monitoring of the activities of postgraduate education institutions that provided advanced training for civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials and deputies of local councils";</p> <p>3. "Identification of professional training needs of civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials".</p>			
	<p>2. Ensuring that civil servants are informed on professional training opportunities through international technical assistance and other forms of international cooperation</p>	<p>1. Development and implementation of interactive map for the organization and conduction of training on international technical assistance projects (programmes).</p>	<p>1. Expert, organizational and resource, in particular financial support to the improvement of the Knowledge Management Portal's functionality.</p>	<p>1. Interactive map is available on the Knowledge Management Portal.</p>	
	<p>3. Creating appropriate conditions for the professional development of civil servants, heads of local</p>	<p>1. Development of indicators to evaluate the status of the professional training system for civil servants,</p>	<p>1. Expert support, preparation of recommendations.</p>	<p>1. Recommendations to the draft Order of the NAUCS are prepared.</p>	

	state administrations, their first deputies and deputies, local self-government officials, deputies of local councils	local self-government officials, heads of local state administrations, their first deputies and deputies, deputies of local councils.			
		2. Conduction of a survey on inclusiveness of the professional training system for civil servants, local self-government officials, heads of local state administrations, their first deputies and deputies, deputies of local councils.	1. Expert, organizational and resource support, preparation of a report and recommendations.	1. A report on the status of inclusiveness of the professional training system for civil servants, local self-government officials, heads of local state administrations, their first deputies and deputies, deputies of local councils, as well as recommendations for ensuring the inclusiveness of this system are prepared.	
		3. Creation of an English-Ukrainian electronic dictionary in the field of public administration.	1. Expert, organizational and resource, in particular financial support.	1. The electronic dictionary is available on the NAUCS website and the Knowledge Management Portal.	
		4. Preparation of a practical guide for developing coaching skills of trainers, who provide training for civil servants, local self-government officials, heads of local state administrations, their first deputies and deputies,	1. Expert, organizational and resource, in particular financial support.	1. The practical guide is available on the NAUCS website and the Knowledge Management Portal.	

		deputies of local councils.			
		5. Study of foreign experience in effective forms and methods of external monitoring of the quality of advanced training of civil servants.	1. Expert, organizational and resource support.	1. A review of effective forms and methods of external monitoring of the quality of advanced training of civil servants abroad is prepared.	
		6. Development of an online course on Euro-Atlantic integration.	1. Expert, organizational and resource support.	1. An online course on Euro-Atlantic integration is available on the educational online platform.	
		7. Preparation of the guide "Guide to the system of professional training of civil servants in Ukraine" in Ukrainian/ English	1. Expert, organizational and resource support.	1. The guide is available on the NAUCS website and the Knowledge Management Portal.	
		8. Preparation of a handbook on modern methods of adult training for use in professional training.	1. Expert, organizational and resource support.	1. A handbook is available on the NAUCS website and the Knowledge Management Portal.	
		9. Conduction of a survey of international approaches on motivating civil servants to engage in training activities.	1. Expert, organizational and resource support.	1. A report and recommendations are prepared.	

	4. Introduction of a mechanism for cooperation between government 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.	1. Organization and conduction in 2024 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”. 2. Development of a typical general advanced training programmes on service in local self-government bodies, inter-municipal cooperation, etc.	1. Expert, organizational, resource, including financial, support for the Competition.	1. The competition is held.	
			1. Expert, organizational and resource support.	1 The typical general advanced training programmes are approved by the relevant Orders of the NAUCS.	
Strategic objective 4. Increasing the level of professional competence of civil servants, heads of local state administrations, their first deputies and deputies, local self-government officials and deputies of local councils	1. “Smart Ukrainian City”	The main objectives of the project are: 1. Formation of key competencies in the development and implementation of a strategic approach in local self-government, understanding of strategic management models, preparation and realization of development strategies, team building and effective team interaction,	The “Smart Ukrainian City” project – is an innovative educational platform that brings together strategic, innovative and technological managers – leaders and their teams of local development and recovery of Ukraine and aims to provide practical support to local self-government officials to build communities based on the	1. Acquisition of professional competencies by community teams to implement effective local development instruments to ensure openness, safety, sustainability of cities and towns, where citizens have a decent standard of living, and where the foundations of economic prosperity and social stability are formed without harming	High School of Public Governance

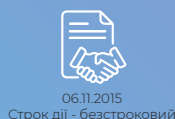
		<p>leadership for realization of changes.</p> <p>2. Training in innovative technologies, formation of skills in the use of innovative local development technologies based on the Smart City concept.</p> <p>3. Acquisition of practical experience in building smart-infrastructure in Ukrainian cities, improvement of digitalization management and identification of policy instruments for building smart-infrastructure for local development.</p> <p>4. Increasing the level of professional competence of local self-government officials on issues necessary for strategic management and effective decision-making to ensure the transformation, reconstruction and recovery of the state at the local level, including human resources management, provision of administrative services, international cooperation, interaction with the public, budget process,</p>	<p>Smart City concept.</p> <p>The training will be implemented in the following areas:</p> <p>1. Decentralized smart-city (successful practices of community building, strategizing, budgeting, legislative activities, fundraising).</p> <p>2. Human resources and educational space of smart-city (continuity of education, digitalization of education, personalization of education).</p> <p>3. Inclusive smart-city (access to social services. Development of cooperation and smart governance. Ensuring equal opportunities for all).</p> <p>4. Digital smart-city (implementation of digital transformations (AI, sensors, IoT, cybersecurity, privacy, blockchain technologies).</p> <p>5. Mobile smart-city (transportation, public transport, ridesharing. Development of electric and bicycle infrastructure of the city).</p> <p>6. Ecological smart-city (implementation of progressive</p>	<p>the environment, based on digital technologies.</p>	
--	--	---	---	--	--

		corruption prevention and integrity.	ECO technologies, smart waste management). 7. Safe smart-city (public safety, emergency response, analytical systems for ensuring physical safety of a person in the context of the city). 8. Architectural smart-city (successful implementation of smart systems in architecture, urban planning). 9. Energy-efficient smart-city (efficient use of fuel and energy resources, the use of energy-saving technologies, energy development of communities).		
	2. The School of Strategy Training	1. Formation of key competencies in the development and implementation of a strategic approach in public administration: understanding of strategic management models, preparation and realization of development strategies, team building and	1. The project «School of Strategists» works in mixed format. The course is designed for 3 months of training – once a month in person and once a week online (in general: 3 training days in person and 12 training days online). 1 part of the training – strategic	1. Formation of professional competencies of senior civil servants on the principles of strategic planning; basics of strategic management; risk assessment mechanisms; methods and ways to analyze, evaluate and effective decision-making;	

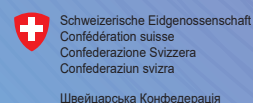
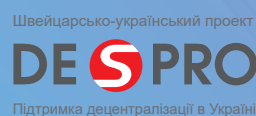
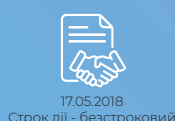
		<p>effective team interaction, leadership for realization of changes, organizational transformations and strategic planning.</p> <p>2. Creation of preconditions for the formation of an integrated system of state strategic planning for the development and recovery of Ukraine.</p> <p>3. Training in innovative technologies, formation of skills in the use of innovative technologies for strategic planning and management, use of benchmarking technologies in public administration.</p> <p>4. Increasing the level of professional competence of civil servants position of category "A" necessary for strategic management and effective decision-making.</p>	<p>planning, and II part – strategic management. The training will be held in the form of a business game "Ukraine – a country of opportunities". As a result, the participants will have to present a strategy for the development and recovery of Ukraine in the form of a Transition book.</p>	<p>methods of collecting information and principles of forecasting events and processes; instruments and technologies of communication; mechanisms for the formation and implementation of state policy.</p>	
--	--	---	---	--	--

INTERNATIONAL AGREEMENTS OF NATIONAL AGENCY OF UKRAINE ON CIVIL SERVICE

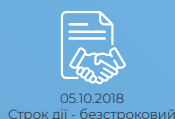
Agreement of Cooperation in the sphere of civil service between National Agency of Ukraine on Civil Service and Head of the Civil Service of the Republic of Poland.



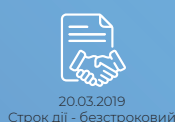
Memorandum of Understanding and Cooperation between National Agency of Ukraine on Civil Service and Swiss-Ukrainian Project "Decentralisation Support in Ukraine" (DESPRO).



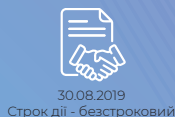
Memorandum of Cooperation between National Agency of Ukraine on Civil Service, All-Ukrainian Center for Advanced Training of Civil Servants and Local Self-Government Officials, the German Agency for International Cooperation (GIZ), U-LEAD with Europe: Ukraine – Local Empowerment, Accountability and Development Programme and Center for Expertise on Local Self-Government Reforms of the Directorate General for Democracy of the Council of Europe.



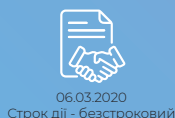
Agreement of Cooperation between the Gender-Responsive Budgeting Project in Ukraine, funded by the Swedish Government, Friedrich Ebert Stiftung and National Agency of Ukraine on Civil Service.



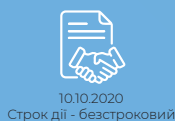
Memorandum of Understanding between National Agency of Ukraine on Civil Service and the OSCE Project Co-ordinator in Ukraine.



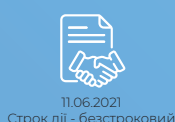
Memorandum of Cooperation between National Agency of Ukraine on Civil Service, the All-Ukrainian Association of Local Self-Government Authorities "Association of United Territorial Communities" and Center for Expertise on Local Self-Government Reforms of the Directorate General for Democracy of the Council of Europe.



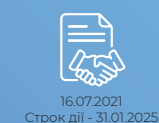
Memorandum of Understanding and Cooperation between National Agency of Ukraine on Civil Service, Governance School of Ukraine and the Swiss-Ukrainian Decentralisation Support Project (DESPRO).



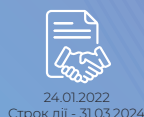
Memorandum of Cooperation between National Agency of Ukraine on Civil Service and the Solidarity Fund PL in Ukraine.



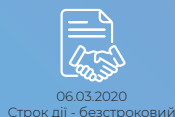
Memorandum of Cooperation between National Agency of Ukraine on Civil Service and NGO "Development of Civic Competencies in Ukraine" on the implementation of the Swiss-Ukrainian Project DECIDE – "Decentralization for the development of democratic education".



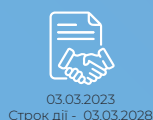
Memorandum of cooperation between the National Democratic Institute and the National Agency of Ukraine on Civil Service.



Memorandum of Understanding between EF Language Learning Solutions Ltd and National Agency of Ukraine on Civil Service.



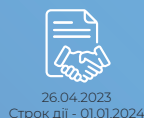
Memorandum of Understanding between HAUS Finnish Institute of Public Management and High School of Public Governance



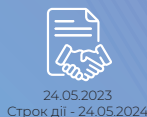
Memorandum on cooperation between Alinea International Ltd. with regard to the implementation of the Support to Ukraine's Reforms for Governance (SURGe) Project and the National Agency of Ukraine on Civil Service.



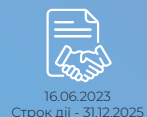
Memorandum of Cooperation on Provision of Technical Assistance between the National Agency of Ukraine on Civil Service and Management Systems International.



Memorandum of Understanding between Dr. Denis Mukwege Foundation and High School of Public Governance



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



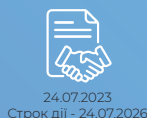
Memorandum of Understanding on Cooperation between the High School of Public Governance and the College of Europe in Natolin








Memorandum of Cooperation between Japan International Cooperation Agency and National Agency of Ukraine on Civil Service.



Memorandum of Understanding for Collaboration between High School of Public Governance and National Institute of Public Service, France



ONGOING INTERNATIONAL TECHNICAL ASSISTANCE PROJECTS IMPLEMENTED IN NATIONAL AGENCY OF UKRAINE ON CIVIL SERVICE

TITLE OF PROJECT	DEVELOPMENT PARTNER	IMPLEMENTATION PERIOD
Human Rights for Ukraine (HR4U)	<p>The United Nations Development Programme (UNDP)</p> 	01.01.2019 - 31.12.2023
Assistance for the implementation of TAEX activities: provision of logistical services and financial management tasks	<p>The European Union</p> 	01.08.2022 - 30.07.2024
Decentralization for the Development of Democratic Education	<p>The Government of the Swiss Confederation through the Swiss Agency for Development and Cooperation (SDC)</p>  <p>Schweizerische Eidgenossenschaft Confédération suisse Confederazione Svizzera Confederaziun svizra</p> <p>Швейцарська Конфедерація</p>	01.02.2020 - 31.01.2025
Capacity Building for Integration and Reform – enhancing the administrative capacity of Ukrainian civil service for European integration through a comprehensive educational programme (Natolin4Capacity Building)	<p>The European Union</p> 	01.01.2021 - 31.12.2023
“Supporting Governmental Reforms in Ukraine” (SURGe)	<p>Alinea International Ltd, as an Executor, is responsible for the implementation of the project “Supporting Governmental Reforms in Ukraine” (SURGe)</p> 	24.03.2023 - 31.12.2024

Centre of Expertise for
Good Governance of
Directorate General of
Democracy and
Human Dignity of
Council of Europe

COUNCIL OF EUROPE



CONSEIL DE L'EUROPE

06.02.2020 - open-ended

USAID project "Support
to Anti-Corruption
Champion Institutions"
(SACCI)

International Management Systems
Company, a legal entity registered under
the laws of the United States of America,
conducting activities in Ukraine on the
basis of the Certificate of Accreditation of
the executor (legal entity - non-resident) of
the international technical assistance
project (programme) No. 178, issued by the
Ministry of Economy of Ukraine

26.04.2023 - 01.01.2024

MSI MANAGEMENT
SYSTEMS
INTERNATIONAL
A TETRA TECH COMPANY



NATIONAL AGENCY OF UKRAINE
ON CIVIL SERVICE