**NATIONAL AGENCY
ON CORRUPTION
PREVENTION**

**STRATEGY**

# LEARNING AND DEVELOPMENT OF THE ANTI-CORRUPTION OFFICERS

# 2022-2025

CORRUPTION PREVENTION AND DETECTION DEPARTMENT

## CONTENTS

The Anti-Corruption Strategy of Ukraine for 2021-2025 states that

> "
> *the anti-corruption officers (units) are not able to fully realize their potential because of insufficient autonomy guarantees* [1]

Therefore, the National Agency on Corruption Prevention (hereinafter – the "NACP") defines achievement of the following strategic results as its priorities:

**1**   institution of the anti-corruption officers (units) acts as an honest, independent, leadership network in line with the best international and national practices and receives comprehensive coordination support from the National Agency;

**2**   the anti-corruption officers (units) have, share and apply clear and effective performance standards developed by the National Agency in cooperation with other interested parties on the basis of reasonable qualification requirements and in accordance with such criteria as high-quality selection for these positions, resource sufficiency and immunity from interference;

**3**   preventing the spread of corrupt practices and involving the public in analyzing and addressing corruption risks, that exist in rules and regulations issued by public authorities and local governments, are defined as a priority area for anti-corruption officers (units).

[1] Law of Ukraine "On Principles of State Anti-Corruption Policy for 2021-2025":
https://zakon.rada.gov.ua/laws/show/2322-20#Text

**THE MISSION OF LEARNING AND DEVELOPMENT OF ANTI-CORRUPTION OFFICERS IS:** TO ACHIEVE STRATEGIC RESULTS DEFINED BY THE NACP IN ORDER TO BUILD A STRONG NETWORK OF THE ANTI-CORRUPTION OFFICERS IN CHARGE OF CORRUPTION PREVENTION AND DETECTION (HEREINAFTER – "ANTI-CORRUPTION OFFICERS/OFFICIALS") AND DEMONSTRATE AN ADDED VALUE OF ANTI-CORRUPTION EFFORTS TO BOTH THE PUBLIC AND PRIVATE SECTORS.

The NACP already has a number of achievements in this area, therefore the Strategy for Learning and Development of the Anti-corruption officers in Charge of Corruption Prevention and Detection for 2022-2025 **summarizes the results of earlier studies** on the anti-corruption officers and strategic session of the Corruption Prevention and Detection Department, and **lists strategic objectives** and ways of accomplishing them. The above plan of implementing the Strategy for Learning and Development of Anti-corruption officers in Charge of Corruption Prevention and Detection was designed taking into account the challenges arising from the martial law declared in Ukraine.

# CONTEXT (CURRENT STATE OF AFFAIRS)

**1.1. STATUS OF THE ANTI-CORRUPTION OFFICERS**
(findings of previous studies conducted by the NACP)

Anti-corruption officers are present in all central executive bodies, other state authorities, state-owned enterprises, institutions and organizations, local municipalities, private companies.

**5,153** reports were received during the anti-corruption officers performance evaluation period in 2020. Most of them were submitted by those officers/units[2] who were required to report under the Law. However, according to the NACP, there are over **10,000** anti-corruption officers in Ukraine, and it is rather difficult to keep records about them because of the turnover of officers holding these positions and poor communication and interaction with the NACP regarding this issue.

Findings of this study point to the following **problems of an institutional nature:**

- public sector organizations significantly violate the requirements for the minimum number of officers employed by anti-corruption officers;

- insufficient level of interaction between anti-corruption officers and leaders and, as a result, a low status of anti-corruption activities within an organization;

[2] NACP study "Efficiency of The anti-corruption officers (units) in 2020": https://nazk.gov.ua/wp-content/uploads/2021/12/Efektyvnist-antykoruptsijnyh-upovnovazhenyh-u-2020-rotsi.pdf

- anti-corruption officers demonstrate a low level of online communication (creating organization's website content, communicating results of anti-corruption efforts), which impairs the effectiveness of promoting the principles of zero tolerance to corruption;

- most of the anti-corruption officers admitted that their organizations did not conduct anti-corruption training activities or conducted them without planning;

- low level of interaction of the anti-corruption officers within their professional community and lack of systematic interaction with anti-corruption units of executive bodies responsible for coordination.

An important step in evolution of the profession was development and approval of the **Professional Standard "Officer for the Anti-Corruption Activities"** [3] (hereinafter – the "Standard"), that defines the qualification requirements for anti-corruption officers, specifies competencies necessary for efficient performance of job duties, and marks the beginning of development of the profession at the institutional level. According to the Standard, the anti-corruption officers have a wide range of tasks that are carried out through performance of their job-related functions. All functions need to be updated on an ongoing basis and require expansion of specific and interdisciplinary expertise.

## 1.2. STRATEGIC OBJECTIVES OF LEARNING AND DEVELOPMENT OF THE ANTI-CORRUPTION OFFICERS
(based on results of the strategic session of the Corruption Prevention and Detection Department)

The Corruption Prevention and Detection Department held 3 strategic sessions to develop a work plan between December 2021 and February 2022. These efforts ended in identifying the challenges facing the Department in the area of professional development of anti-corruption officers, which made it possible to determine the strategic objectives of professional development of anti-corruption officers.

[3] Professional Standard "Officer for the Anti-Corruption Activities":
https://register.nqa.gov.ua/profstandart/upovnovazenij-z-antikorupcijnoi-dialnosti

| CHALLENGE | STRATEGIC OBJECTIVES |
|---|---|
| Most leaders do not understand the importance of anti-corruption activities for themselves and their institution. | **Objective 1.** Training integrity leaders to create the value of anti-corruption activities within an organization through direct communication with leaders of a new type who are open to changes and integrity leadership practices. |
| Low professionalism of the existing anti-corruption officers. | **Objective 2.** Developing the NACP's own "branded" educational products (certificate programmes, specialized offline and online courses, enhancement of the NACP's LMS – "Online Learning" on the Anti-Corruption Portal). |
| Lack of systematic education and training necessary to create a pool of potential anti-corruption professionals. | **Objective 3.** Enhancing the profession of aanti-corruption officers by launching curriculum in the area of higher education, moving to the interdisciplinary anti-corruption specialty and including it in the national knowledge domains system. |
| Inefficient interaction among the anti-corruption officers (units) within their professional network. | **Objective 4.** Building a professional network of the anti-corruption officers by creating an environment for communication between the anti-corruption officers (online communication, annual public events for anti-corruption officers, development of a rating system and recognition awards to best representatives of the profession). |

## 1.3. RESOURCES AVAILABLE FOR THE NATIONAL AGENCY ON CORRUPTION PREVENTION TO ACCOMPLISH STRATEGIC OBJECTIVES OF LEARNING AND DEVELOPMENT OF THE ANTI-CORRUPTION OFFICERS

**INVESTMENT RESOURCES:**

- Office of Professional Development of the anti-corruption units;
- Directorate for Coordination of the anti-corruption units and Implementation of Anti-Corruption Programmes.

**TECHNICAL PRODUCTS:**

**1**    Knowledge base (a system designed to provide clarifications and collect good practices);

**2**    Anti-Corruption Portal:

- Profile of the anti-corruption officer (system for verifying and keeping records of Anti-corruption officers, feedback support, efficiency assessment);

- Online learning platform.

**DEVELOPED EDUCATIONAL PRODUCTS AND METHODS:**

**1**    basic online course "Anti-corruption Officer";

**2**    online course "Influence and Expose!" on the EdEra platform;

**3**    educational series "Whistleblower in Law" on the DIIA platform. Digital Education;

**4**    comprehensive three-day specialized training programme for the anti-corruption officers covering the following topics: corruption risk assessment, endorsement of internal documents by Anti-corruption officers, what anti-corruption officers should do to detect and resolve conflicts of interest, activities conducted by anti-corruption officers to report corruption cases and protect rights of whistleblowers;

**5**    training sessions for the anti-corruption officers in the area of higher educatio:

**a.** creating students' awareness of anti-corruption legislation;

**b.** specific aspects of Anti-corruption officers work in the context of the university admission process;

**6**    professional development programmes offered by the Ukrainian School of Government: Organizing the Declaration Process in a Public Agency, Work with Whistleblowers Reporting Corruption Cases in Public Agencies and Local Governments, Practical Aspects of Preventing and Detecting Corruption by anti-corruption officers[4] ;

**7**    methods for automated annual assessment of anti-corruption officers (units) performance with the option to rate them for the purpose of developing the network (calculation of the anti-corruption officers efficiency index in the overall rating of the anti-corruption officers);

[4] All programmes are updated in accordance with the martial law.

**8** system for searching, identifying and promoting good practices among anti-corruption officers;

**9** systematically updating methodological recommendations, procedures and clarifications regarding organization of anti-corruption activities and performance of duties by anti-corruption officers.

## PARTNERSHIPS:

- Ministry of Education and Science of Ukraine.
- Subcommittee on Education, Science and Innovations of the Verkhovna Rada of Ukraine.
- National Qualifications Agency.
- Higher education institutions.
- Ukrainian Network of Integrity and Compliance (UNIC).
- Ukrainian School of Government.
- Kyiv-Mohyla Business School.
- International partners (donors).
- Anti-corruption expert community in Ukraine and abroad.

## INFORMATION RESOURCES:

**1** NACP's official website;

**2** NACP's Anti-Corruption Portal (hereinafter – the "Portal");

**3** NACP's knowledge base (WIKI);

**4** Official page of the NACP in the Facebook network. Forum of the anti-corruption officers, a group of the Corruption Prevention and Detection Department in the Facebook network (coordination and immediate notification of the professional community of the anti-corruption officers, feedback, network development);

**5** Permanent partnerships between NACP and mass media.

## 1.4. STAKEHOLDERS MAP OF THE NATIONAL AGENCY ON CORRUPTION PREVENTION IN THE AREA OF LEARNING AND DEVELOPMENT OF THE ANTI-CORRUPTION OFFICERS

(taking into account the client base of the NACP)

| Stakeholders | NACP's interests in the area of learning and development of the anti-corruption officers | Stakeholders' interests in the area of learning and development of the anti-corruption officers |
|---|---|---|
| **Leaders of public and private sector organizations** *(those who act and fail to act with integrity)* | • Implementation of the strategy for promoting zero tolerance to corruption<br>• Creation of the value of anti-corruption activities<br>• Dissemination of information about leaders acting with integrity<br>• Joint projects aimed at enhancing compliance in public and private sector organizations | • Individual recognition and promotion of best practices<br>• Assistance in implementing risk mitigation measures<br>• Assistance to newly appointed leaders<br>• Sharing expertise among public and private sector leaders in ensuring effective compliance |
| **Anti-corruption officers** *(those who act and fail to act with integrity)* | • High-quality performance delivered by local anti-corruption officers<br>• Strengthened role of the anti-corruption officers in organizations<br>• Support for the anti-corruption officers network<br>• Training opportunities and methodological support for anti-corruption officers<br>• Identification and promotion of the best practices adopted by anti-corruption officers Introduction of amendments to rules and regulations in order to improve the institution of anti-corruption officers (education, remuneration, labor rights protection guarantees) | • Methodological support<br>• Raised professional level<br>• Increased role in an organization<br>• Individual recognition and promotion of best practices<br>• Increased remuneration level<br>• Membership in a professional network, development of professional contacts |

| Stakeholders | NACP's interests in the area of learning and development of the anti-corruption officers | Stakeholders' interests in the area of learning and development of the anti-corruption officers |
|---|---|---|
| **National Agency of Ukraine for Civil Service** | • Introduction of training programmes for the anti-corruption officers of the civil service and possibility of granting credits in accordance with the ECTS | • Implementation of the public service integrity strategy<br>• High-quality specialized anti-corruption training for the anti-corruption officers of the civil service |
| **Ukrainian School of Government** | • Professional development programmes offered to anti-corruption officers of the civil service and local government (earning ECTS credits) | • Expert and coaching support for anti-corruption training programmes<br>• Expanded range of educational services offered<br>• Reputational benefits from cooperation with the NACP<br>• Broadened audience of students thanks to anti-corruption officers<br>• NACP's informational support for the School's training programmes |
| **Ministry of Education and Science of Ukraine** | • Enhancing the profession of the anti-corruption officer by introducing the interdisciplinary specialty "Anti-Corruption Activity" into the country's higher education system and applying relevant educational standards.<br>• Promotion of the profession "Officer for anti-corruption activities" | • Development of the national knowledge domains system by introducing the interdisciplinary specialty<br>• Creation of a competency matrix and information base for anti-corruption education standards |
| **National Qualifications Agency** | • Promotion of the profession "Officer for anti-corruption activities"<br>• Assistance in establishing qualification centers for acquiring the qualifications necessary to "Officer for anti-corruption activities" | • Development of the national system of professional qualifications<br>• Development of the national system of qualification centers<br>• Development of the labor market |

| Stakeholders | NACP's interests in the area of learning and development of the anti-corruption officers | Stakeholders' interests in the area of learning and development of the anti-corruption officers |
|---|---|---|
| **Higher education institutions** | • Partnership in implementing interdisciplinary master's and bachelor's programmes focused on anti-corruption activities<br>• Partnership in developing and implementing professional development programmes for anti-corruption officers<br>• Partnership in developing and introducing anti-corruption disciplines into curricula<br>• Promotion of the profession of anti-corruption officers among young people | • Reputational benefits from cooperation with the NACP<br>• Expanded range of educational services available in the market as a result of launching in-demand training products<br>• Support provided by NACP as a stakeholder in educational programmes<br>• Larger contingent of higher education students<br>• NACP's informational support for the training products offered by higher education institutions<br>• Involvement in NACP projects, in particular those supported by donors<br>• Involvement of NACP experts in public events held by higher education institutions |
| **Business schools, training centers** | • Sharing best practices in organizing training activities<br>• Partnership in developing and implementing joint educational and certificate programmes<br>• Involvement of instructors in the training process | • Reputational benefits from cooperation<br>• Expanded range of educational services offered<br>• Involvement in NACP projects, in particular those supported by donors<br>• Informational support provided by the NACP for their training products |
| **Ukrainian Network of Integrity and Compliance (UNIC), UNIC Academy** | • Creating a partnership and sharing expertise between anti-corruption compliance representatives of the corporate and public sectors<br>• Sharing best practices in organizing training activities<br>• Promotion of the profession of compliance officer<br>• Involvement of business compliance representatives in public events held by the NACP | • Creating a partnership and sharing expertise between anti-corruption compliance representatives of the corporate and public sectors<br>• Reputational benefits from cooperation<br>• Participation of UNIC representatives in public events held by the NACP |

| Stakeholders | NACP's interests in the area of learning and development of the anti-corruption officers | Stakeholders' interests in the area of learning and development of the anti-corruption officers |
|---|---|---|
| **Expert community** | • Informational support within the community: dissemination of information about integrity in general and leaders acting with integrity<br>• Involvement of experts in developing and launching educational products (online courses, certificate programmes, specialized courses)<br>• Organization of joint public events<br>• Promotion of the profession of anti-corruption officers within communities | • Involvement in projects implemented jointly with the NACP, including those supported by donors<br>• Institutional support<br>• Involvement in educational and methodological solutions development and public discussions<br>• Participation in public events held by the NACP |
| **International partners (donors)** | • Expert and financial assistance in launching educational products and holding public events<br>• Informational support for the stages in development of the profession and institution of the anti-corruption officers | • Support for socially important educational and institutional projects focused on anti-corruption activities |
| **Mass media** | • Informational support for training programmes and public events<br>• Dissemination of information about leaders acting with integrity<br>• Promotion of the profession of of the anti-corruption officers | • Conveying exclusive news<br>• Participation in public events held by the NACP<br>• Attention paid by the NACP to the outcomes of mass media activities |

# ACCOMPLISHMENT OF STRATEGIC OBJECTIVES OF LEARNING AND DEVELOPMENT OF THE ANTI-CORRUPTION OFFICERS

Taking into account the identified problems facing anti-corruption officers and the mission of this Strategy, strategic objectives of training and development of anti-corruption officers can be accomplished using a management model for organizing the training process. This model is expected to provide training for a pool of potential anti-corruption professionals and satisfy the need in specialized training for existing anti-corruption officers. At the same time, promoting the profession and increasing the value of anti-corruption activities for leaders of institutions in both public and private sectors form a separate element.

In order to ensure the institutional progress in training and development of anti-corruption officers across the National Agency, its work should be organized according to the principle of corporate universities taking into account the organizational specifics of the institution of the anti-corruption officers.

**NACP ACADEMY OF THE ANTI-CORRUPTION OFFICERS (HEREINAFTER –** THE "ACADEMY") IS THE PROPOSED COMMUNICATION NAME OF THE MODEL FOR LEARNING AND DEVELOPMENT OF ANTI-CORRUPTION OFFICERS (UNITS) IN CHARGE OF CORRUPTION PREVENTION AND DETECTION WITHIN NACP

# FOCUS AREA 1. LEADERSHIP –
# INTERACTION WITH LEADERS OF PUBLIC SECTOR INSTITUTIONS

**Aim:** accomplish strategic **Objective 1** – training integrity leaders in order to create the value of anti-corruption activities within an organization, promote integrity leadership and maximize the **value of anti-corruption efforts** in each organization

## ACTIVITIES:

**1** Direct interaction with leaders of public sector organizations by: involving leaders in the Academy's events and studies and conducting interviews with leaders who are integrity providers in their organizations.

**2** Development and implementation of training/professional development programmes focused on integrity enhancement and interaction with of the anti-corruption officers for leaders of public sector organizations.

**3** Joint public events for leaders of public and private sector organizations that promote anti-corruption activities and integrity leadership as a whole.

## ACCOMPLISHMENTS FOR 4 YEARS:

- a study exploring the role of leaders in achieving the efficiency of anti-corruption activities was conducted;
- guidelines for leaders about how to create an integrity environment and introduce an effective compliance system into an organization were developed;
- a training course was developed for managers on how to create an integrity environment and introduce an effective compliance system into an organization;
- training activities were conducted and interaction was established with at least 30 leaders in the area of introducing an effective compliance system into an organization.

**FOCUS AREA 2. LEARNING –
LEARNING AND PROFESSIONAL DEVELOPMENT OF THE ANTI-
CORRUPTION OFFICERS**

**AIM:**

accomplishment of strategic **Objective 2** – developing the NACP's own educational products (certificate programmes, specialized offline and online courses, enhancement of the NACP's LMS "Online Learning" on the Anti-Corruption Portal);

accomplishment of strategic **Objective 3** – enhancing the profession of the anti-corruption officers (units) by introducing training programmes in the area of higher education, moving to the interdisciplinary anti-corruption specialty and including it in the national knowledge domains system

Given that the audience of the anti-corruption officers is large enough, and declaration of the martial law makes it impossible to provide adequate classroom training for anti-corruption officers (units), distance and online training programmes will become the basis for the Academy's educational products.

## ACTIVITIES: ACCOMPLISHMENT OF OBJECTIVE 2

**LEVEL 1**. INTRODUCTION OF A SYSTEM OF BASIC TRAINING OF NEWLY APPOINTED THE ANTI-CORRUPTION OFFICERS ("ADAPTATION OF NEW ANTI-CORRUPTION OFFICER" OR "START OF THE CAREER")

✅ The training process is fully automated through the NACP's LMS (Nazk_study) and Anti-Corruption Portal. The NACP is involved in constant communication with and coordination of new of the anti-corruption officers and provides tools for registration in the online office on the Anti-Corruption Portal.

**STRUCTURE OF THE TRAINING PROGRAMME "ADAPTATION OF NEW ORIZED OFFICIALS":**

| 1ST STAGE OF ADAPTATION | 2ND STAGE OF ADAPTATION |
|---|---|
| Basic online course "Anti-corruption Officer" on the Anti-Corruption Portal | Guidelines "Starting the Career of the anti-corruption officers", integrated into the office of the anti-corruption officers ng the independent study of the guidelines. |

## LEVEL 2. SPECIALIZED TRAINING

## 1. EDUCATIONAL PROGRAMMES RUN BY THE NACP:

- Offline training programmes and online training offered by NACP experts.
- Specialized online courses.

## LIST OF REQUIRED ONLINE COURSES:

**1** Endorsing draft documents produced in an organization.

**2** Corruption risk management in an organization.

**3** Exercising powers in the area of protection of whistleblowers and reviewing reports about violations of anti-corruption legislation requirements.

**4** Preventing conflicts of interest and violations of other anti-corruption restrictions.

**5** Fostering and promoting awareness of anti-corruption legislation.

**6** Conducting anti-corruption audits of counterparties (due diligence for of the anti-corruption officers).

**ACCOMPLISHMENTS FOR 4 YEARS:**

- newly appointed anti-corruption officers participate in the adaptation programme designed for new anti-corruption officers;
- anti-corruption officers are trained in accordance with the approved annual plan. Every year, at least **20** specialized training events are held for existing orized officials;
- at least one online course is developed and launched every year;
- The electronic office allows the NACP to assign courses to the anti-corruption officers and monitor their educational progress.

**2. IMPROVEMENT OF THE ANTI-CORRUPTION OFFICER'S QUALIFICATIONS BY OTHER EDUCATIONAL SERVICE PROVIDERS, APPROVED BY THE NACP.**

- Hosted by the Ukrainian School of Government (programmes for civil servants)

**ACCOMPLISHMENTS FOR 4 YEARS:**

- every year at least **700** civil servants participate in specialized training activities.

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- Hosted by universities, business schools, training centers, with the involvement of the expert community (professional development programmes, reviewed by the NACP).

**ACCOMPLISHMENTS FOR 4 YEARS:**

- partnerships established with at least **5** higher education institutions in implementing specialized professional development programmes for the anti-corruption officers of legal entities in the public domain;
- every year at least **500** anti-corruption officers of legal entities in the public domain participate in specialized training provided by higher education institutions.

## ACCOMPLISHMENT OF OBJECTIVE 3

## EDUCATIONAL STANDARD OF THE ANTI-CORRUPTION OFFICERS[5]

This is a strategic area, because the country's anti-corruption infrastructure needs professionals who would be engaged in preventing and combating corruption, which requires specialized knowledge. Only higher education focused on anti-corruption activities at the national level, along with introduction of additional regulations, can deliver the highest-quality results. This calls for several stages of amendments to the current legislation specifying the list of knowledge domains and specialties, and additional consultations and cooperation with the Ministry of Education and Science of Ukraine.

## LEVEL 1. INCLUSION OF THE INTERDISCIPLINARY ANTI-CORRUPTION SPECIALTY IN THE LIST OF KNOWLEDGE DOMAINS

IT IS IMPLEMENTED WITHIN THE FRAMEWORK OF COOPERATION WITH THE **SCIENCE AND METHODOLOGY COUNCIL OF THE MINISTRY OF EDUCATION AND SCIENCE (HIGHER EDUCATION SECTOR)** THAT IS RESPONSIBLE, AMONG OTHER THINGS, FOR PROVIDING RECOMMENDATIONS AND SUGGESTIONS CONCERNING THE LIST OF KNOWLEDGE DOMAINS AND SPECIALTIES.

[5] Activities in this area are suspended due to imposition of the martial law. The Strategy contains a plan for their implementation when the martial law is lifted.

STAGE 1.

**New specialty on the list of knowledge domains and specialties according to which higher education students are trained[6] (draft)**

| Knowledge domain code and name | Specialty code and name | Code and name of the corresponding detailed field according to the International Standard Classification of Education https://cutt.ly/WXwwkn9 |
|---|---|---|
| 08 Law | 081 Law | 0421 Law |
| | 082 [7] Anti-corruption activities | 0488 Inter-disciplinary programmes and qualifications involving business, administration and law 0488 Inter-disciplinary programmes and qualifications involving business, administration and law |
| **OR** | | |
| 28 Public management and administration | 281 Public management and administration | 0413 Management and administration |
| | [8] 282 Anti-Corruption Activities | 0488 Inter-disciplinary programmes and qualifications involving business, administration and law 0488 Inter-disciplinary programmes and qualifications involving business, administration and law |

[6] Changes are approved by the Cabinet of Ministers of Ukraine.
[7] Proposal for introducing changes in the field "Law".
[8] Proposal for introducing changes in the field "Public management and administration".

**STAGE 2.**
Development and approval of higher education standards for the new specialty **"Anti-corruption activities"** (after completion of Stage 2) for the bachelor's and master's degrees.

**THEY ARE DEVELOPED IN ACCORDANCE WITH THE METHODOLOGICAL RECOMMENDATIONS OF THE MINISTRY OF EDUCATION AND SCIENCE**

HIGHER EDUCATION STANDARDS ARE APPROVED BY THE MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

**ACCOMPLISHMENTS IN 3 YEARS:**

- ✓ interdisciplinary anti-corruption specialty included in the list of knowledge domains;
- ✓ higher education standards developed for the new specialty;
- ✓ the first enrollment of students took place for at least 5 educational programmes related to the new specialty.

**LEVEL 2. INTRODUCTION OF ELEMENTS OF THE ANTI-CORRUPTION EDUCATION STANDARD INTO EXISTING SPECIALTIES AND KNOWLEDGE DOMAINS (INTERDISCIPLINARY PROGRAMMES)**

**1**    Introduction of interdisciplinary master degree programmes into existing specialties and knowledge domains.

**ACCOMPLISHMENTS IN 4 YEARS:**

- ✓ cooperation established with at least **2** higher education institutions with the aim of launching interdisciplinary master degree programmes focused on anti-corruption activities;
- ✓ enrollment for at least **2** interdisciplinary master degree programmes focused on anti-corruption activities was started and completed.

**2** Introduction of specialized anti-corruption training courses into the curricula for specialty 081 "Law".

## ACCOMPLISHMENTS IN 4 YEARS:

- ✓ ücooperation with at least **2** higher education institutions was established with the aim of introducing specialized anti-corruption training courses into the curricula for specialty 081 "Law";
- ✓ specialized anti-corruption training courses were introduced into the curricula of at least **2** higher education institutions.

## FOCUS AREA 3. METHODOLOGY – METHODOLOGICAL CENTER

### AIM:

THIS AREA IS AN IMPORTANT COMPONENT OF **OBJECTIVE 2** (DEVELOPING THE NACP'S OWN "BRANDED" EDUCATIONAL PRODUCTS (CERTIFICATE PROGRAMMES, SPECIALIZED OFFLINE AND ONLINE COURSES, ENHANCEMENT OF THE NACP'S LMS "ONLINE LEARNING" ON THE ANTI-CORRUPTION PORTAL)

## ACCOMPLISHMENTS IN 4 YEARS:

Materials that are systematically communicated through the NACP's information channels and are published on the NACP's Anti-Corruption Portal for anti-corruption officers for self-study:

- ✓ case studies of good practices;
- ✓ methodological guidelines;
- ✓ thematic selections of educational materials produced by other reputable developers (online courses, useful articles, methodological materials, analytical studies);
- ✓ thematic selections for soft skill development.

**FOCUS AREA 4. COMMUNITY – DEVELOPMENT OF THE ANTI-CORRUPTION OFFICERS NETWORK**

**AIM:**
ENHANCE PRESTIGE OF THE PROFESSION, INCREASE REMUNERATION AND ACHIEVE **OBJECTIVE 4** (BUILDING A PROFESSIONAL NETWORK OF THE ANTI-CORRUPTION OFFICERS BY CREATING AN ENVIRONMENT FOR COMMUNICATION BETWEEN OF THE ANTI-CORRUPTION OFFICERS (ONLINE COMMUNICATION, ANNUAL PUBLIC EVENTS FOR ANTI-CORRUPTION OFFICERS/OFFICIALS, DEVELOPMENT OF A RATING SYSTEM AND RECOGNITION AWARDS TO BEST REPRESENTATIVES OF THE PROFESSION)

**ACTIVITIES:**

• promoting the profession;

• organizing and holding joint events;

• developing a network of  the anti-corruption officers through various communication channels.

**ACCOMPLISHMENTS IN 4 YEARS:**

1. The following public events are held every year:

✓ National Forum of Anti-Corruption Officers.
✓ National conference on best practices adopted by anti-corruption officers.
✓ Public events for presentation of findings of studies.
✓ Anti-Corruption Officer's blog on the Anti-Corruption Portal.

2. Compliance Hub was created (permanent communication platform for officials of public sector, business and NACP. Broadcasting at least once every 2 months).

## FOCUS AREA 5. EVALUATION – ASSESSMENT OF THE EFFECTIVENESS OF LEARNING AND WORK OF THE ANTI-CORRUPTION OFFICERS [9]

Activities within this focus area involve assessment of performance and sustainability of changes based on results achieved by the Academy in all other areas

## LEVEL 1. EVALUATION OF THE ORIZED OFFICIALS TRAINING EFFECTIVENESS

**AIM:** ASSESS THE QUALITY AND EFFECTIVENESS OF TRAINING ACTIVITIES CONDUCTED BY THE ACADEMY AND OTHER EDUCATIONAL SERVICE PROVIDERS INVOLVED IN TRAINING ANTI-CORRUPTION OFFICERS, AND DETERMINE THE IMPACT OF SUCH TRAINING ACTIVITIES ON PERFORMANCE DELIVERED BY ANTI-CORRUPTION OFFICERS.

Evaluation of training effectiveness should gradually become an essential element of anti-corruption officers performance evaluation in order to assess changes in anti-corruption activities based on results of training.

**CRITERIA FOR EVALUATING THE QUALITY OF TRAINING:**

| QUANTITATIVE | QUALITATIVE |
|---|---|
| • Number of training events<br><br>• Number of participants in training events | • Impressions of participants in training events (about content, instructors).<br>• Assessment of the quality of knowledge acquired (initial and final testing of event participants).<br>• Changes in the anti-corruption officers' efficiency index based on evaluation results (forward-looking indicator).<br>• Number of anti-corruption officers who made changes in anti-corruption activities based on the results of training (forward-looking indicator).<br>• Assessment (by leaders) of the quality of results achieved by an anti-corruption specialist participating in training (forward-looking indicator). |

[9] Due to declaration of the martial law, anti-corruption officers performance evaluation is not carried out. This is linked to security measures aimed at protecting personal data, as well as the inability of some anti-corruption officers to submit relevant reports.

**ACCOMPLISHMENTS IN 4 YEARS:**

- a methodology developed for evaluating training results delivered by anti-corruption officers;
- training effectiveness assessment conducted following each event and annually based on performance delivered in this area.

## LEVEL 2. ANTI-CORRUPTION OFFICERS PERFORMANCE EVALUATION

**AIM:** DETERMINE THE ORGANIZATIONAL STATE OF AFFAIRS IN RESPECT OF ANTI-CORRUPTION UNITS AND OF PUBLIC SECTOR ORGANIZATIONS, ASSESS THE QUALITY OF PERFORMANCE DELIVERED BY ANTI-CORRUPTION OFFICERS IN ALL FUNCTIONAL ACTIVITY AREAS AND DEVELOP RECOMMENDATIONS FOR IMPROVING THEIR PERFORMANCE.

AN ADDITIONAL AIM OF THE STUDY IS TO COLLECT INFORMATION (AT THE NATIONAL LEVEL) ABOUT PUBLIC INSTITUTIONS' COMPLIANCE WITH LEGISLATIVE REQUIREMENTS FOR THE ANTI-CORRUPTION OFFICERS AND STATISTICAL DATA ON THEIR PROGRESS IN CERTAIN AREAS OF ANTI-CORRUPTION ACTIVITIES.

**ACCOMPLISHMENTS IN 4 YEARS:**

- automated evaluation of anti-corruption officers performance;
- evaluation is carried out annually with the index and findings of the
- performance study published on the Anti-Corruption Portal of the NACP.

# PLAN OF IMPLEMENTATING THE STRATEGY FOR TRAINING AND DEVELOPMENT OF ANTI-CORRUPTION OFFICERS (OFFICIALS) IN CHARGE OF CORRUPTION PREVENTION AND DETECTION FOR 2022-2025

| Objective | Activity | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|
| **Objective 1.** Training integrity leaders to create the value of anti-corruption activities within an organization through direct communication with leaders of a new type who are open to changes and integrity leadership practices. | Conducting a study that explores the role of leaders in achieving the efficiency of anti-corruption activities | | | | |
| | Developing guidelines for leaders about how to create an integrity environment and introduce an effective compliance system into an organization | | | | |
| | Developing a training course for leaders on how to create an integrity environment and introduce an effective compliance system into an organization | | | | |
| | Conducting training activities and enhancing interaction with at least 30 leaders in the area of introducing an effective compliance system into an organization | | | | |
| **Objective 2.** Developing the NACP's own "branded" educational products (certificate programmes, specialized offline and online courses, enhancement of the NACP's LMS "Online Training" on the Anti-Corruption Portal) | Launching the basic online course "Anti-corruption Officer" on the Anti-Corruption Portal | | | | |
| | Developing and integrating the guidelines "Starting the Career of the Anti-corruption Officer" into the office of the officer on the Anti-Corruption Portal | | | | |
| | Developing specialized online courses: | | | | |

| Objective | Activity | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|
| | • Endorsing draft documents produced in an organization<br>• Managing corruption risks at the organization<br>• Exercising powers in the area of protection of whistleblowers and reviewing reports about violations of anti-corruption legislation requirements<br>• Preventing conflicts of interest and violations of other anti-corruption restrictions | | | | |
| | • Conducting anti-corruption audits of counterparties (due diligence for anti-corruption units/officials) | | | | |
| | • Fostering and promoting awareness of anti-corruption legislation | | | | |
| **Objective 3.** Enhancing the profession of the anti-corruption officers (units) by launching curriculum in the area of higher education, moving to the interdisciplinary anti-corruption specialty and including it in the national knowledge domains system | Developing materials that are systematically communicated through the NACP's information channels and are published on the NACP's Anti-Corruption Portal for anti-corruption officers for self-study:<br>• case studies of good practices;<br>• methodological guidelines;<br>• thematic selections of educational materials produced by other reputable developers (online courses, useful articles, methodological materials, analytical studies);<br>• thematic selections for soft skill development | | | | |

| Objective | Activity | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|
| | • Improvement of officials' qualifications by other educational service providers, approved by the NACP | | | | |
| | Inclusion of the interdisciplinary anti-corruption specialty in the list of knowledge domains:<br><br>• advocating inclusion of the interdisciplinary anti-corruption specialty in the list of knowledge domains | | | | |
| | • developing higher education standards for the new specialty in cooperation with the Ministry of Education and Science | | | | |
| | • promoting the specialty for the purpose of contributing to the success of the first enrollment of students for at least 5 educational programmes related to the new specialty | | | | |
| | **Introduction of elements of the anti-corruption education standard into existing specialties and knowledge domains (interdisciplinary programmes)** | | | | |
| | Introduction of interdisciplinary master degree programmes into existing specialties and knowledge domains | | | | |

| Objective | Activity | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|
| | • cooperation established with at least 2 higher education institutions with the aim of launching interdisciplinary master degree programmes focused on anti-corruption activities | | | | |
| | • enrollment started and completed for at least 2 interdisciplinary master degree programmes focused on anti-corruption activities | | | | |
| | **Introduction of specialized anti-corruption training courses into the curricula for specialty 081 "Law"** | | | | |
| | • cooperation established with at least 2 higher education institutions with the aim of introducing specialized anti-corruption training courses into the curricula for specialty 081 "Law" | | | | |
| | • specialized anti-corruption training courses introduced into the curricula of at least 2 higher education institutions | | | | |
| | **Promoting the profession:** | | | | |
| | • writing and running the anti-corruption officers column on the Anti-Corruption Portal | | | | |

| Objective | Activity | 2022 | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|
| **Objective 4.** Building a professional network of the anti-corruption officers by creating an environment for communication between anti-corruption officers (online communication, annual public events for anti-corruption officers, development of a rating system and recognition awards to best representatives of the profession). | • creating the Compliance Hub (permanent communication platform for anti-corruption officers of public sector, business and NACP. Broadcasting at least once every 2 months) | | | | |
| | • organizing and holding joint events, including:<br>1) National Forum of Anti-corruption Officers;<br>2) National conference on best practices adopted by anti-corruption officers;<br>3) Public events for presentation of findings of studies. | | | | |
| | • Starting a Facebook group of the Corruption Prevention and Detection Department "Forum of anti-corruption officers" | | | | |
| **Evaluation of effectiveness and sustainability of changes based on results of training and professional development strategy implementation** | • Automating evaluation of Anti-corruption officers performance | | | | |
| | • Evaluation is carried out annually with the index and findings of the performance study published on the Anti-Corruption Portal of the NACP | | | | |