


STRATEGY OF PROFESSIONAL DEVELOPMENT

OF ANTI-CORRUPTION UNITS OF THE SYSTEM OF THE MINISTRY FOR COMMUNITIES, TERRITORIES AND INFRASTRUCTURE DEVELOPMENT OF UKRAINE FOR **2023-2024**





The strategy of professional development of anti-corruption units of the system of the Ministry for Communities, Territories and Infrastructure Development of Ukraine for 2023-2024 was developed by the Ministry for Communities, Territories and Infrastructure Development of Ukraine with assistance of UNDP and financial support of the governments of Germany and Japan. The opinions, conclusions or recommendations expressed by the authors or editors of this publication do not necessarily reflect the views of UNDP or other UN agencies. This material was prepared and published during the full-scale Russian invasion of Ukraine, and therefore does not take into account all possible effects of the war on the subject of the publication due to the impossibility of comprehensively assessing the consequences of the war.

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CONTENTS

| | |
|--|----|
| General Provisions | 4 |
| 1. DESCRIPTION OF THE METHODOLOGY OF ASSESSMENT OF THE LEVEL OF PROFESSIONALISM AND COORDINATION WORK AND INTERACTION OF ANTI-CORRUPTION OFFICERS OF THE MINISTRY SYSTEM | 6 |
| 1.1. The First Assessment Phase | 7 |
| 1.2. The Second Assessment Phase | 9 |
| 2. STARTER OF PROFESSIONAL DEVELOPMENT (RESULTS OF ASSESSMENT) | 13 |
| 2.1. Profile of Anti-Corruption Officers of the Ministry | 14 |
| 2.2. Results of The First Assessment Phase | 17 |
| 2.3. Results of The Second Assessment Phase | 22 |
| 2.4. Summary of results for two phases of Assessing the Level of Professionalism | 26 |
| 3. STRATEGIC AREAS OF PROFESSIONAL DEVELOPMENT OF ANTI-CORRUPTION OFFICERS OF THE MINISTRY | 27 |
| ANNEX 1. Calendar Action Plan for the Strategy implementation | 32 |

GENERAL PROVISIONS

The State Anti-Corruption Program for 2023-2025 defines the following as one of the problems on the way to the effectiveness of the corruption prevention and detection system: **the institute of anti-corruption units (officers) for the prevention and detection of corruption does not fully realize its potential because of insufficient guarantees of autonomy.**¹

Among the reasons for the inefficiency of the functioning of this institute, the key one should be noted - **the lack of a leadership position of the chief in the approval of anti-corruption standards in the institution's activities is primarily due to the chief's insufficient understanding of the requirements of anti-corruption laws regarding his leadership mission, the obligation to implement a system of preventing corruption in the institution's activities, the scope and areas of work with prevention of corruption, responsibility for non-compliance with the requirements of laws regarding its proper organization and benefits from its effectiveness.**

The Ministry for Communities, Territories and Infrastructure Development of Ukraine (hereinafter referred to as the "Ministry"), among its priorities for 2023-2025, defines the development of the compliance system of the Ministry and its subordinate enterprises, institutions and organizations. The key element of this system is officers in charge of the prevention and detection of corruption (hereinafter - "anti-corruption officers"), because they are responsible for the organization and implementation of the organization's anti-corruption policies.

That is why the first step in the implementation of this task was the assessment of the level of professionalism and coordination work and interaction of the anti-corruption officers of the Ministry system.

The purpose of assessment is to determine the level of professional and general competencies of anti-corruption officers of the Ministry system and to form strategic objectives and tasks for their professional development and training for the period 2023-2024.

1. State Anti-Corruption Program for 2023-2024: www.kmu.gov.ua/npas/pro-zatverdzhennia-derzhavnoi-antykoruptsiinoi-prohramy-na-20232025-t40323

Based on the results of the assessment, the Strategy of Professional Development of Anti-Corruption Units of the Ministry for Community, Territories and Infrastructure Development of Ukraine for 2023-2024 was developed.

THE STRATEGY CONTAINS:

- OVERVIEW OF THE RESULTS OF THE CONDUCTED ASSESSMENT AND DESCRIPTION OF ITS METHODS
- DESCRIPTION OF THE PROFILE OF ANTI-CORRUPTION OFFICER OF THE MINISTRY SYSTEM
- STRATEGIC CHALLENGES, OBJECTIVES AND TASKS OF THE PROFESSIONAL DEVELOPMENT OF ANTI-CORRUPTION OFFICERS OF THE MINISTRY SYSTEM FOR 2023-2024

DESCRIPTION OF THE METHODOLOGY OF ASSESSMENT OF

THE LEVEL OF PROFESSIONALISM AND
COORDINATION WORK AND INTERACTION
OF ANTI-CORRUPTION OFFICERS OF THE
MINISTRY SYSTEM



1.1. THE FIRST ASSESSMENT PHASE

Evaluation format:

Filling in a Google form that consisted of **73** questions of such groups:

- GENERAL QUESTIONS ABOUT RESPONDENTS' EXPERIENCE AND EDUCATION
- QUESTIONS FOR DETERMINING THE LEVEL OF PROFESSIONAL COMPETENCES ²
- QUESTIONS FOR DETERMINING THE LEVEL OF PROFESSIONAL COMPETENCES ³

Each block contained open-ended and closed questions, which allow to determine the level of theoretical knowledge of anti-corruption laws and the skills of their practical application. This evaluation phase took place in real-time on the Zoom platform. Respondents were assigned to take the test for **150 minutes**. The maximum number of points that the respondent could score for all correct answers to the questionnaire questions - **99 points**.

RESULTS OF ASSESSMENT

made it possible to distinguish groups of anti-corruption officers according to their professional knowledge at three levels: **Beginner, Intermediate, and Advanced**.

² According to the Professional Standard "Anti-Corruption Officer"

³ General competencies that were subject to assessment: the ability to act on the basis of ethical considerations; skills in using information and communication technologies; the ability to demonstrate leadership qualities in the process of anti-corruption activities

Levels of professional knowledge:

Beginner (up to 50 points)

professional competences are at the level of understanding the functionality of his work, basic knowledge of anti-corruption laws and requirements for the profession of an anti-corruption officer. There are mistakes and inaccuracies in the answers. There are no good practices. General competencies are at the basic level. Did not undertake advanced training and/or specialized training or there is no confirmation of it. There is no confirmation of training and/or assessment of the level of digital literacy.

Intermediate (51-80 points)

the level of professional competences is average or high. The respondent shows high knowledge of anti-corruption laws and the ability to use them in practice, however, there are mistakes and inaccuracies in the answers. The respondent cites successful practices of anti-corruption work in the organization, at the same time, these practices are within the scope of his mandatory functionality according to the job description. General competencies are at the average level. Confirmation of advanced training and/or specialized training has been provided. Confirmation of training and/or assessment of the level of digital literacy has not taken place and/or there is no confirmation.

Advanced (81-99 points)




the level of professional competences is high. The respondent demonstrates a high level of professionalism in the field of anti-corruption in all labor functions, has its own successful practices of anti-corruption work in the organization, which are based on international standards. General competencies are at a high level, all supporting documents of professional development and/or completed anti-corruption training and assessment of the level of digital literacy have been provided.

1.2. THE SECOND ASSESSMENT PHASE

The second phase is aimed at analyzing the state of the organization and coordination of work on preventing and detecting corruption. The collection of data on the activities of a separate anti-corruption unit (officer) of a specific enterprise, institution, or organization was carried out by filling in a questionnaire (in Excel spreadsheet format) by the anti-corruption officer about the results of his activities for the period of work from 2021 to the 1st quarter of 2023, inclusive. This information is necessary to trace the dynamics of the work of the anti-corruption officer both in the conditions of the pre-war period and taking into account the peculiarities of work in martial law conditions.

Excel spreadsheet consists of **10 worksheets** and **92 answers**, which correspond to the eight functions of the anti-corruption officer according to the Professional Standard “Anti-Corruption Officer”,⁴ and also provide an opportunity to collect⁴ information on the general principles and needs of the anti-corruption officer for the organization of his work.

Types of questionnaire questions:

-  OPEN-ENDED ANSWER (mainly statistics and quantitative performance indicators)
-  WITH ONE ANSWER OPTION (drop-down list)
-  WITH SEVERAL POSSIBLE ANSWER OPTIONS, DEPENDING ON THE LEVEL OF ORGANIZATION AND IMPLEMENTATION OF A SPECIFIC TASK

To verify the filling in of data, anti-corruption officers entered all available local acts, internal policies, methodical materials and other documents related to the organization of anti-corruption work into a personal cloud storage on Google-Disk in a scanned version with all the necessary details.

4. According to the Professional Standard “Anti-Corruption Officer”:
https://register.nqa.gov.ua/uploads/0/407-nakaz_1193.pdf

These materials were taken into account during the verification of answers, where it was necessary to add files or links to drawn up documents. In addition, the availability of documents provides an understanding of the anti-corruption standards that are currently implemented in organizations. According to the results of the intellectual analysis of these materials, the best work practices have been determined, which will be used during the drafting of uniform standards for the work of anti-corruption officers of the Ministry, enterprises, institutions and organizations included in its management system.

Points calculation procedure

According to the results of evaluation of each question in the sections of the self-assessment questionnaire, the anti-corruption officers received the appropriate points.

53 questions were evaluated.

Another **14** questions provided for bonus points for having quantitative performance indicators that were included in the overall assessment for each function. The points obtained for the questions make up the sum that determines the overall performance level indicator of the organization for each function of the professional standard separately.

The obtained points for each work function were summed up into a total score and determined the level of organization of anti-corruption work in the organization for a separate period. The average score for three periods determined the indicator of the level of organization of anti-corruption work in the organization as a whole.

BY CONVERTING THE RECEIVED POINTS INTO A PERCENTAGE VALUE, IT IS POSSIBLE TO DETERMINE THE STATUS OF IMPLEMENTATION OF EACH FUNCTION OF THE ANTI-CORRUPTION OFFICER ACCORDING TO THE MAXIMUM INDICATOR OF 100%

WORK ORGANIZATION LEVELS



Starter 0–49 points –

the level of work organization has general features, the main requirements of the national legislation on the organization of work to prevent corruption are met, the anti-corruption officer does not ensure systematic planning of his work. Basically, the activity of the anti-corruption officer is aimed at carrying out the instructions of the chief, providing advice and assistance to the staff when he is asked for it. The development of own educational or methodical products is not ensured, at the same time, the anti-corruption officer informs the staff of informational and methodical materials of the National Agency on Corruption Prevention. Work accounting and internal communication with other units are carried out unsystematically and without defining formal mechanisms. The organization uses selective measures to monitor compliance with anti-corruption laws. The anti-corruption officer ensures verification of the state of compliance with financial control requirements and other anti-corruption restrictions and prohibitions. Ensures the receipt and consideration of reports on corruption and corruption-related offenses, provides informational assistance to whistle-blowers.



Basic 50–71 points –

the level of work organization meets all the requirements of the national anti-corruption laws. The anti-corruption officer ensures the collection of information and the analysis of personnel needs, ensures the development of systematic measures for the organization of advisory and methodical assistance, plans and conducts training on issues of compliance with anti-corruption laws. Develops his own informational materials (memos, clarifications, booklets, etc.) containing recommendations, presentation materials for employees regarding compliance with anti-corruption laws. Fills the organization's website with information on the requirements of anti-corruption laws. Provides suggestions for improving the work of the anti-corruption unit. Ensures internal interaction with management, heads of structural units in order to implement their tasks. Develops internal policies and other documents in order to implement measures to prevent and detect corruption. Ensures the formation of a culture of reporting corruption, development and implementation of measures to encourage whistle-blowing and protect whistle-blowers.



Leader 72-115 points (High Level) -

in addition to the measures specified at the previous levels, this level of work organization involves an initiative approach to the organization of anti-corruption work, which consists in constantly monitoring trends in the field and forming proposals for improving anti-corruption activities. The anti-corruption officer shows perseverance in implementing changes in the work of the unit, implements innovative managerial solutions. Monitors and analyzes information on the implementation of anti-corruption measures by other organizations. Implements and shares his own best practices among the community. Identifies and implements best practices within the framework of international cooperation. Plans and conducts informational and educational events (discussions, round tables, etc.) on issues of compliance with anti-corruption laws among the community or with other anti-corruption bodies. Monitors law enforcement and judicial practice.

To determine the state of the organization of anti-corruption work, the obtained points for each of the levels were converted into a percentage value. Thus, the maximum indicator of the level of organization "115 points" corresponds to "100%" of the state of work organization. Thus, the overall state of the organization of work in percentage terms, depending on the received points, was determined as follows:

1

STARTER -

from 0 to 43%

2

BASIC -

from 44 % to 63%

3

LEADER -

64 % and more

STARTER

LEVEL OF PROFESSIONAL
DEVELOPMENT
(RESULTS OF ASSESSMENT)



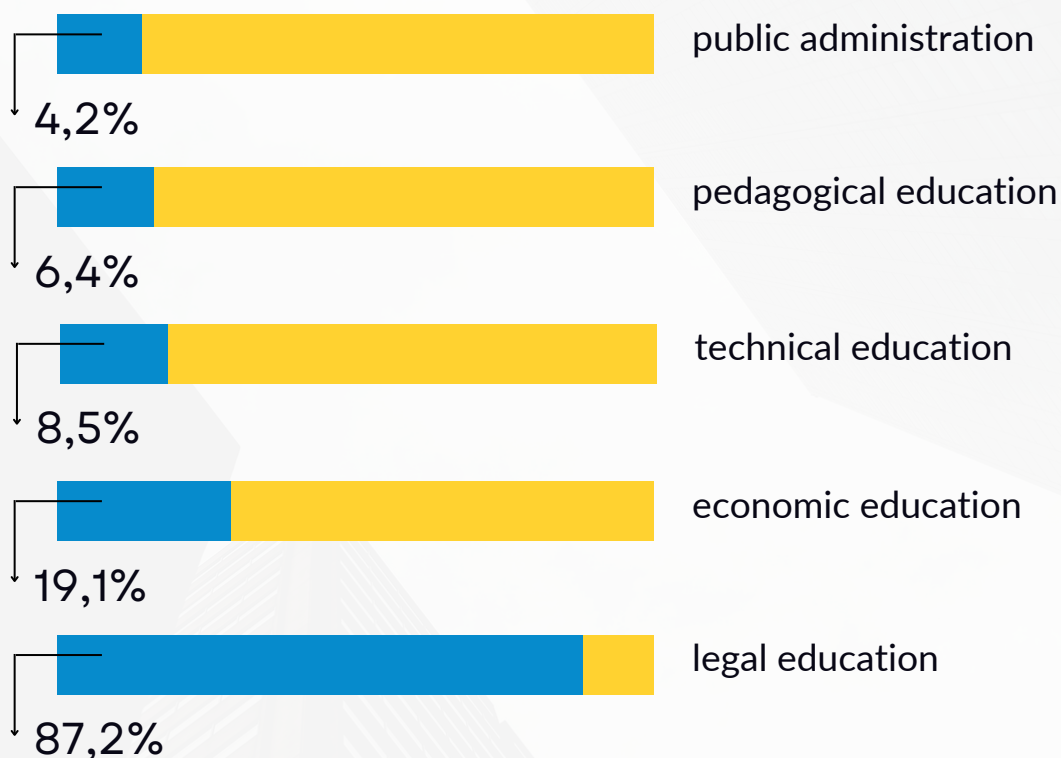
2.1. PROFILE OF ANTI-CORRUPTION OFFICERS OF THE MINISTRY

Work experience

Anti-corruption officers of the Ministry operate at all enterprises, institutions, and organizations subordinate to it. 47 anti-corruption officers took part in the study. Most of anti-corruption officers (61.7%) has experience in the field of prevention and detection of corruption, among them 57.4% have managerial experience in this field. At the same time 27,7% of anti-corruption officers are newly appointed or perform these duties for up to one year.

Field-specific education

100% of anti-corruption officers have higher education, some respondents have two higher educations. The majority (87,2%) of anti-corruption officers have higher legal education.



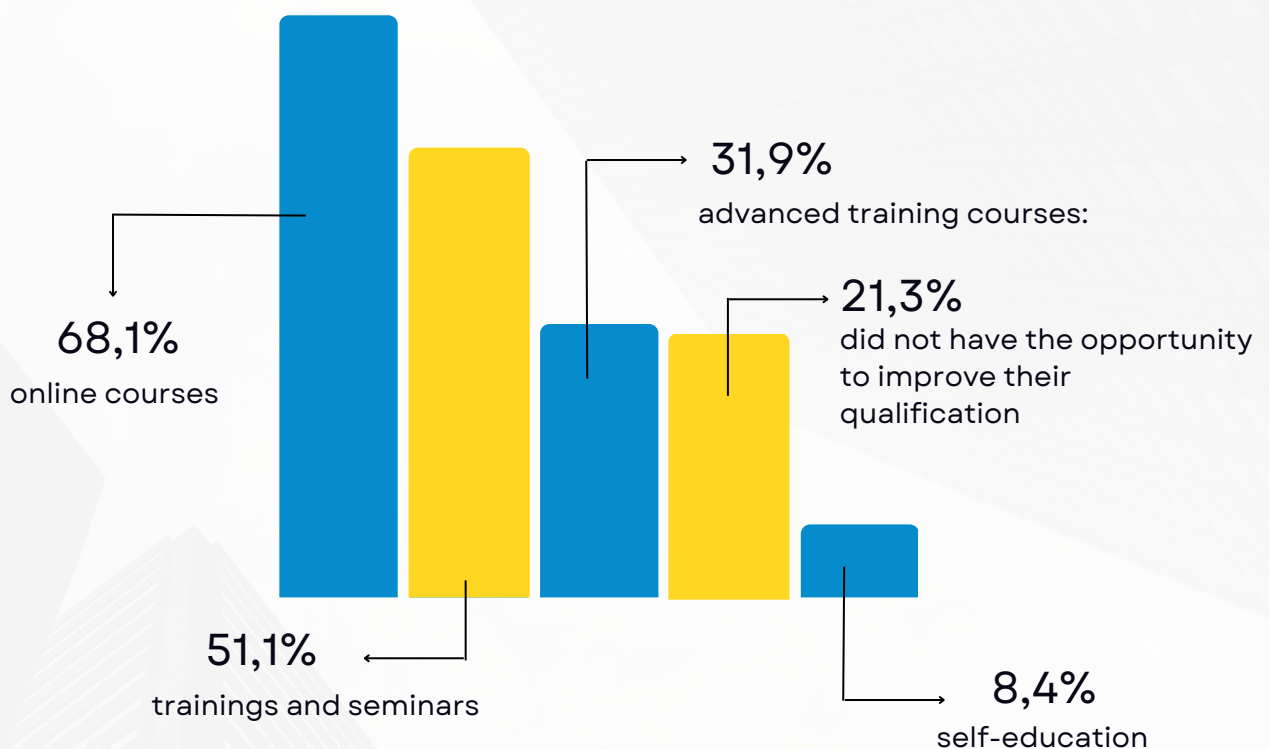
Higher education of anti-corruption officers of the Ministry

IT IS INTERESTING TO NOTE THAT:

- 1 respondent has a candidate of legal sciences degree;
- 1 respondent has a higher pedagogical and secondary technical education;
- 1 respondent has higher humanitarian (practical psychologist), higher technical and higher pedagogical education.

Professional development

The vast majority of anti-corruption officers increase the level of their professional knowledge by taking online courses (68,1%). 21,3% of anti-corruption officers did not have the opportunity to improve their qualifications. Newly appointed officers made up the majority among such anti-corruption officers.



Types of trainings that the anti-corruption officers took

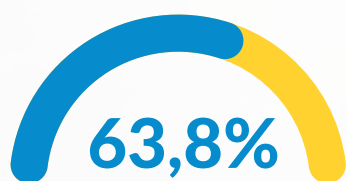
Resources that commissioners use for training

The anti-corruption officers of the Ministry system are not sufficiently aware of the sources of professional information. As **more than 90%** of respondents noted that for training and professional development, they use only the resources of the NACP (forum of anti-corruption officers (Fb), the official website of the NACP and pages in social networks, Telegram channels). Two officers additionally noted the following sources - the "Stop Corruption" website, the "ANTIKOR - National Anti-Corruption Portal" website.

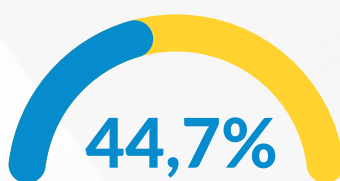
Providers at which anti-corruption officers were trained:

- > Higher School of Public Administration (advanced training)
- > Offline trainings of the NACP supported by UNDP
- > UNBA Higher School of Advocacy (1 respondent)
- > "Center for Government Orders" Consulting Group(1 respondent)

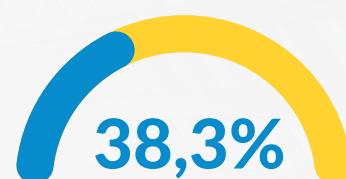
TOP 5 TOPICS AS REGARDS TRAINING OF WHICH THE ANTICORRUPTION OFFICERS EXPRESSED THE MOST DESIRE:



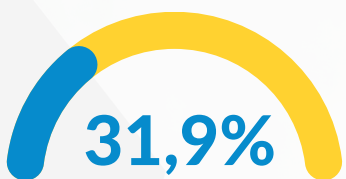
management of corruption risks in the organization's activities



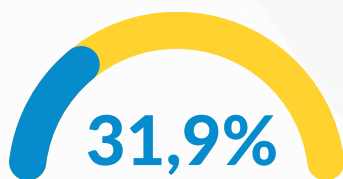
anti-corruption inspection of counterparties



prevention of conflict of interests and violation of other anti-corruption restrictions in the activities of the organization and its personnel



organization and control of anti-corruption activities



exercise of powers in the area of protection of the rights of whistle-blowers

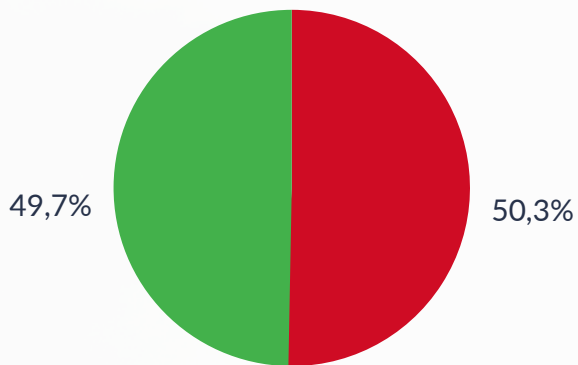
2.2. RESULTS OF THE FIRST ASSESSMENT PHASE

Work function assessment.

Respondents were evaluated according to the following job functions:

- CONSIDERATION OF NOTIFICATIONS OF VIOLATIONS OF THE REQUIREMENTS OF THE ANTI-CORRUPTION LAW AND EXERCISE OF AUTHORITIES IN THE FIELD OF PROTECTING THE RIGHTS OF WHISTLE-BLOWERS
- PREVENTION OF CONFLICT OF INTERESTS AND VIOLATION OF OTHER ANTI-CORRUPTION RESTRICTIONS IN THE ACTIVITIES OF THE ORGANIZATION AND ITS PERSONNEL
- ENSURING REQUIREMENTS OF FINANCIAL ANTI-CORRUPTION CONTROL AND DECLARATION
- ORGANIZATION AND CONTROL OF ANTI-CORRUPTION ACTIVITIES OF THE ORGANIZATION
- MANAGEMENT OF CORRUPTION RISKS IN THE ACTIVITIES OF THE ORGANIZATION
- PROVIDING AWARENESS OF THE COMPLIANCE WITH ANTI-CORRUPTION LAWS

RESULTS IN THE RATIO OF CORRECT (GREEN) AND INCORRECT (RED) ANSWERS



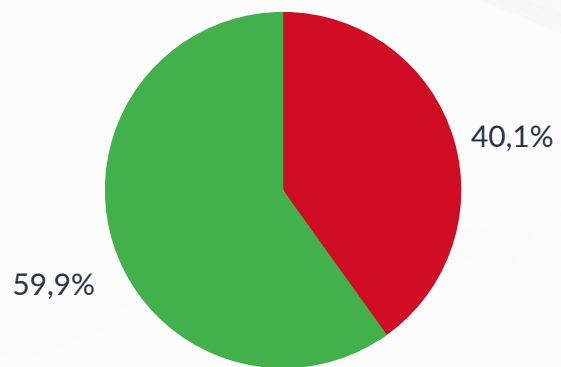
Organization and control of anti-corruption activities of the organization



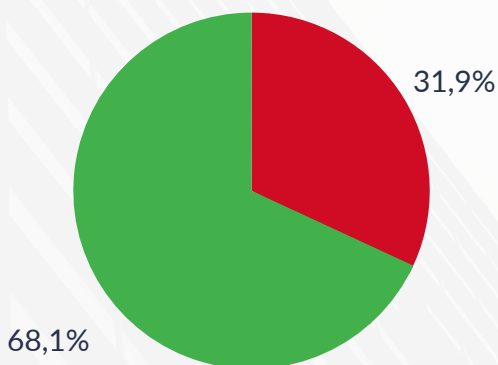
Ensuring awareness of the compliance with anti-corruption laws



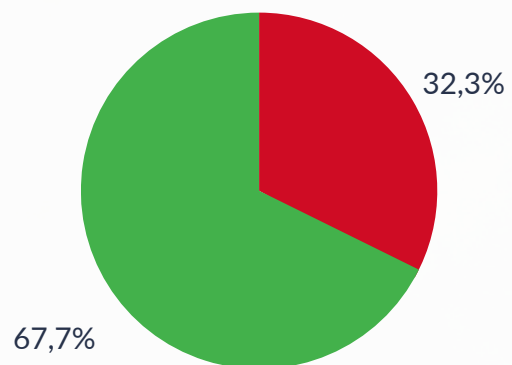
Management of corruption risks in the activities of the organization



Ensuring requirements of financial anti-corruption control and declaration



Consideration of notifications of violations of the requirements of the anti-corruption law and exercise of authorities in the field of protecting the rights of whistle-blowers



Prevention of conflict of interests and violation of other anti-corruption restrictions in the activities of the organization and its personnel

Assessment of general competencies

01

ABILITY TO ACT ON THE BASIS OF ETHICAL CONSIDERATIONS

The evaluation was carried out on the basis of test questions with an assessment of the level of acceptability of the situation. Respondents were also offered a specific situation in which they had to provide an open answer about the anti-corruption officer's course of action and a professional assessment of its level of ethics.

02

SKILLS IN USING INFORMATION AND COMMUNICATION TECHNOLOGIES

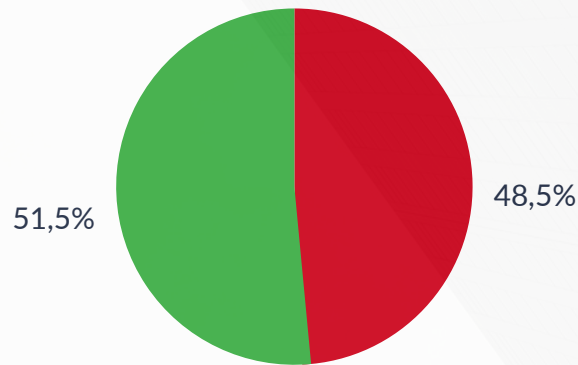
The assessment was carried out on the basis of the training that the respondents had already undertaken and the availability of certificates on the assessment of the level of digital literacy on the Diya portal. 17% of all respondents have undertaken training and have proof of digital literacy. Therefore, this competence needs additional attention and work on assessing the level of digital literacy of all respondents.

03

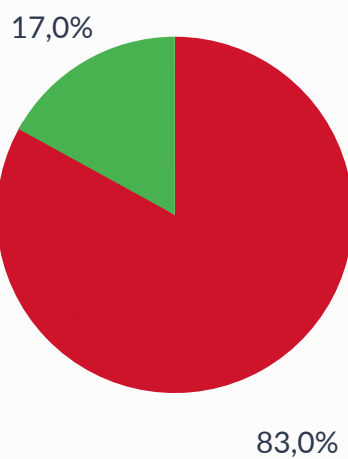
ABILITY TO DEMONSTRATE LEADERSHIP QUALITIES IN THE PROCESS OF PERFORMING ANTI-CORRUPTION ACTIVITIES

The assessment was conducted on the basis of open-ended questions regarding the anti-corruption officers' successful anti-corruption work practices, as well as test questions regarding factors that affect the anti-corruption officer's work efficiency. Red - there are no practices, green - successful practices have been presented. Points were determined depending on the thoroughness and practical value of the given successful practice.

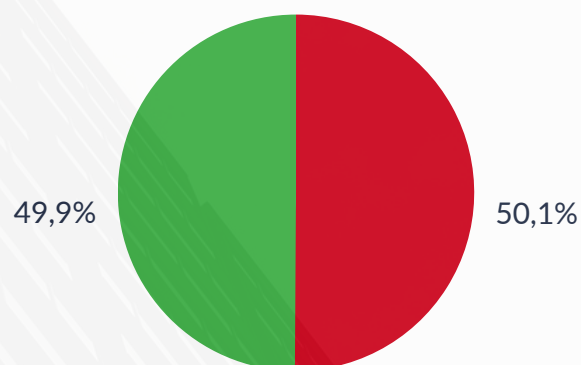
RESULTS IN THE RATIO OF CORRECT (GREEN) AND INCORRECT (RED) ANSWERS



Ability to act on the basis of ethical consideration



Skills in using information and communication technologies



Ability to demonstrate leadership qualities in the process of carrying out anti-corruption activities

General distribution of the respondents' levels of professional knowledge:



Beginner - 21,3%

The percentage almost corresponds to the number of newly appointed anti-corruption officers and those who work for up to 1 (one) year (27,7%), which indicates the need to provide introductory briefing and training of newly appointed commissioners.



Intermediate - 78,7%

The vast majority have a sufficient level of knowledge and understanding of their work, along with evaluation indicators for such job functions as: organization and control of the organization's anti-corruption activities (49,7% of correct answers); management of corruption risks in the organization's activities (49,2% of correct answers); ensuring awareness of compliance with corruption prevention legislation (38,3% of correct answers), need enhanced training taking into account the requirements of international standards and strategic analysis of corruption risks in the areas subordinated to the Ministry.



Advanced - 0%

This level requires the anti-corruption officer to know international standards and to have their own successful practices in the position of an anti-corruption officer. Considering the fact that the institute of anti-corruption officers is at the stage of formation, achievements at least 10% of anti-corruption officers of the area of the Ministry, who will have such a level, is one of our strategic tasks.

2.3. RESULTS OF THE SECOND ASSESSMENT PHASE

Anti-corruption units (officers) of 25 organizations (agencies, enterprises, institutions, organizations included in the Ministry's management system) participated in the 2nd phase assessment.

The analysis of the results of the questionnaires showed that the **third (36%)** of anti-corruption officers, enterprises, institutions and organizations belonging to the Ministry system, function in the form of a separate unit. While **64%** - it is a separately defined single staff unit.

Normatively, the functions of an anti-corruption officer are defined in accordance with the requirements of anti-corruption laws and are detailed in job instructions and regulations of an anti-corruption unit or in accordance with an anti-corruption program of a legal entity.

According to the results of the analysis of additional materials, it was established that **48%** of anti-corruption units (officers) do not have other internal documents that define the principles of anti-corruption work organization and internal policies for the prevention and detection of corruption.

The vast majority (**45%**) of anti-corruption officers provides planning and reporting on work, at the same time there are no measuring indicators of the effectiveness of measures.

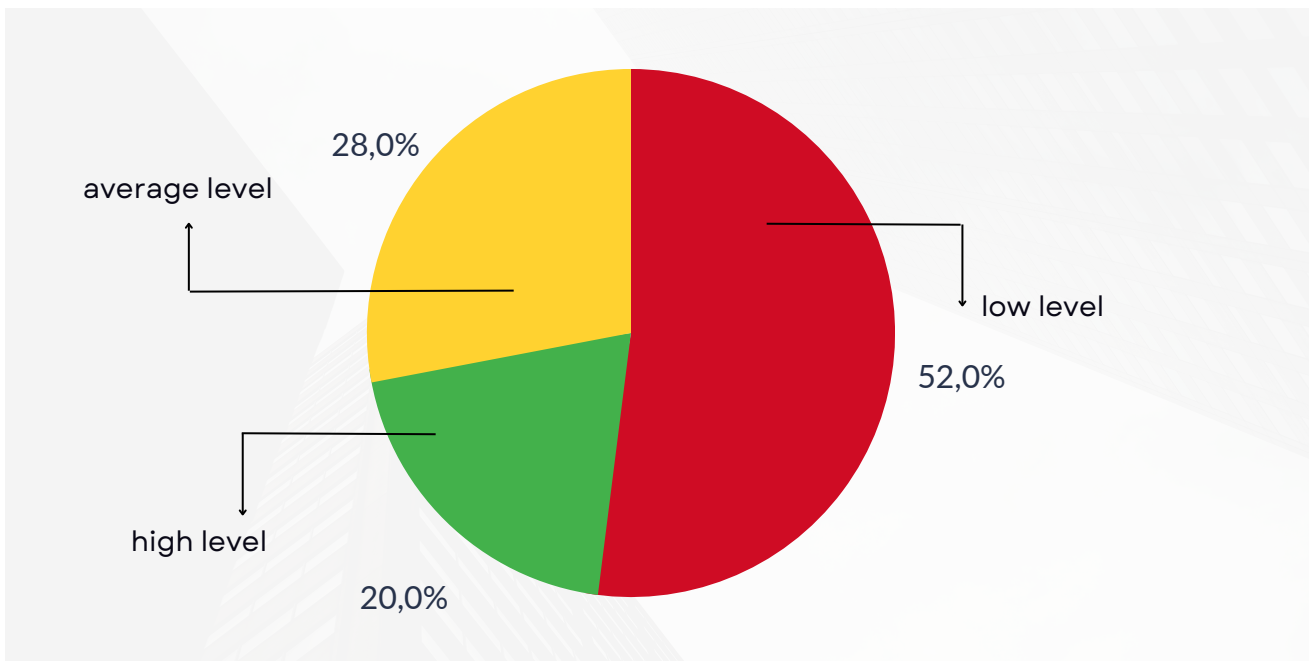
In particular, the majority of organizational measures are directly provided for by the anti-corruption program. **58%** of the anti-corruption officers do not review measures during the reporting period. In addition, only **39%** of the anti-corruption officers have a defined system of accounting for the results of the work performed.

According to the evaluation results, the generalized average indicator of the state of the anti-corruption work organization in the industry is **43%** (or 49 points out of 115 possible). Information about the general state of work organization by individual functions is given in the table below.

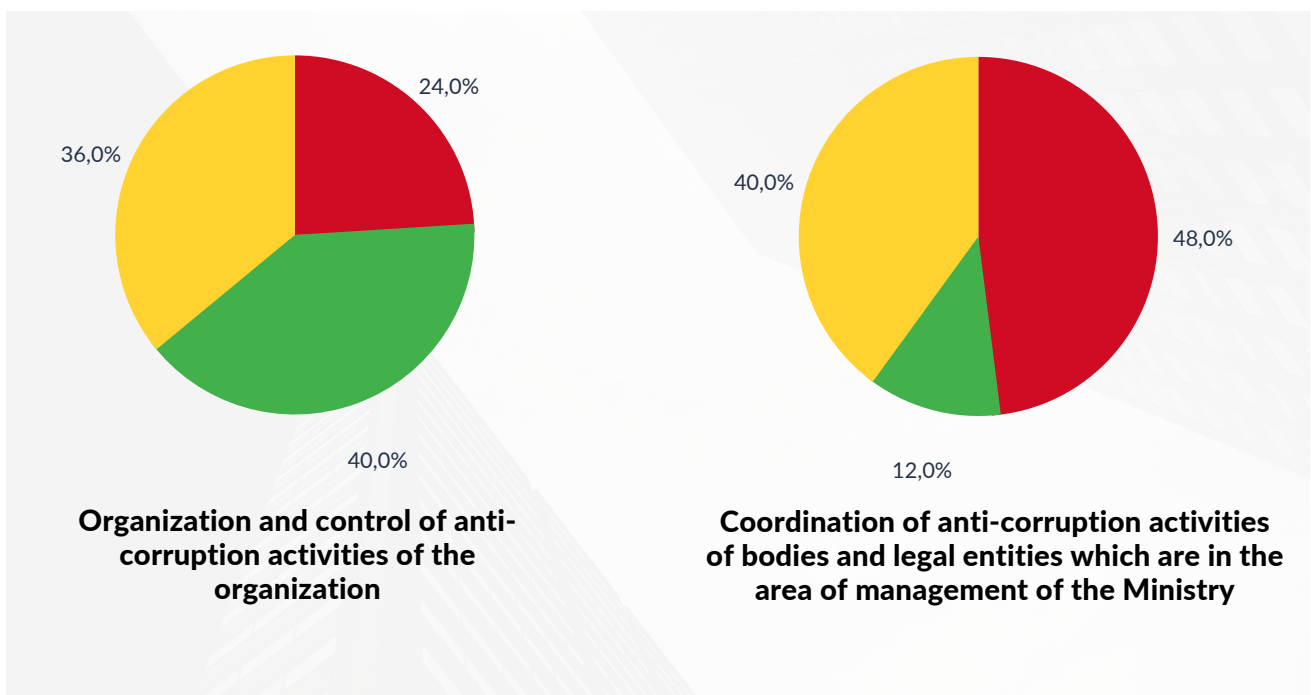
Results of the analysis of the state of the anti-corruption work organization by individual functions of the Professional Standard by levels:

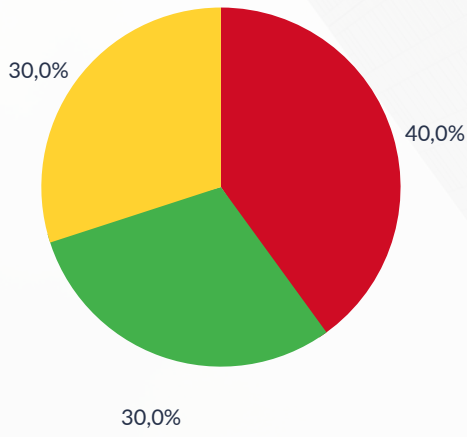
| FUNCTION | LEVEL | STATE OF ORGANIZATION, % |
|--|---------------|--------------------------|
| Average result in the branch | low level | 43% |
| 1. Organization and control of anti-corruption activities of the organization | Average level | 55% |
| 2. Coordination of anti-corruption activities of bodies and legal entities which are in the area of management of the Ministry | low level | 33% |
| 3. Providing awareness of the compliance with anti-corruption laws | Average level | 47% |
| 4. Management of corruption risks in the activities of the organization | Average level | 55% |
| 5. Prevention of conflict of interests and violation of other anti-corruption restrictions in the activities of the organization and its personnel | low level | 33% |
| 6. Ensuring requirements of financial anti-corruption control and declaration | Average level | 48% |
| 7. Consideration of reports on violations of the anti-corruption law | low level | 42% |
| 8. Exercise of powers in the area of protection of the rights of whistle-blowers | low level | 20% |

GENERAL INDICATOR OF THE STATUS OF THE ANTI-CORRUPTION WORK ORGANIZATION BY LEVELS

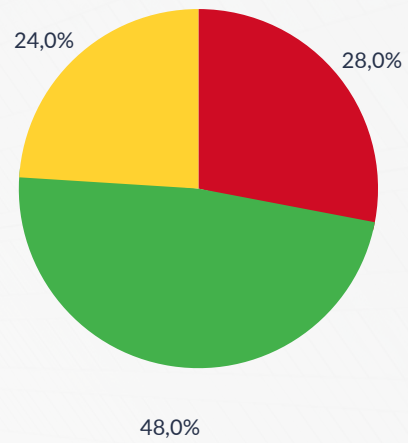


RESULTS OF THE STATE OF WORK ORGANIZATION IN RELATION TO LEVELS FOR EACH FUNCTION

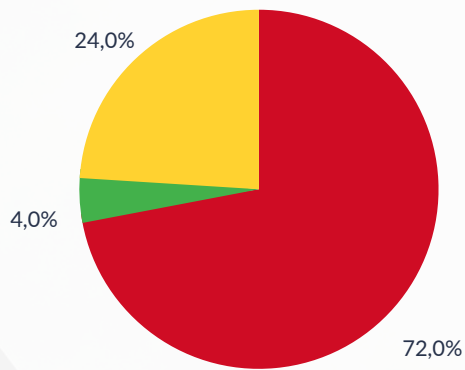




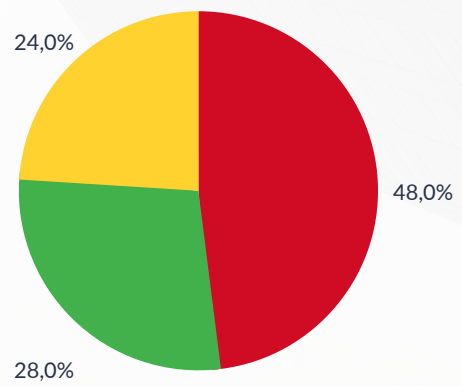
Ensuring awareness as to the issues of the compliance with anti-corruption laws



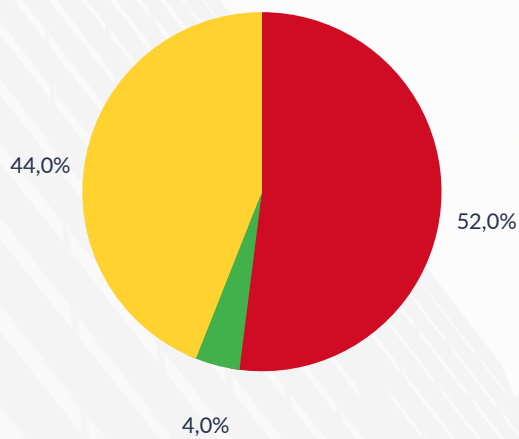
Management of corruption risks in the activities of the organization



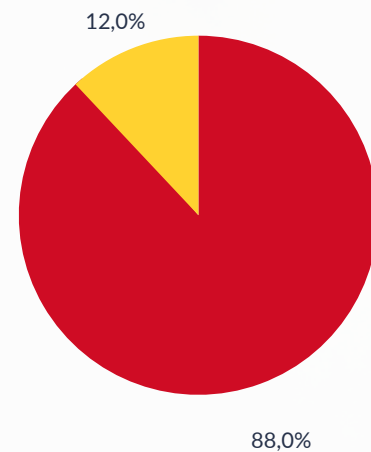
Prevention of conflict of interests and violation of other anti-corruption restrictions in the activities of the organization and its personnel



Ensuring requirements of financial anti-corruption control and declaration



Consideration of reports on violations of the requirements of anti-corruption laws



Exercise of powers in the area of protection of the rights of whistle-blowers

2.4. SUMMARY OF RESULTS FOR TWO PHASES OF ASSESSING THE LEVEL OF PROFESSIONALISM

| FUNCTION | LEVEL | STATE OF ORGANIZATION, % |
|--|---------------|--------------------------|
| Average result in the branch | average level | 48% |
| 1. Organization and control of anti-corruption activities of the organization | average level | 53% |
| 2. Coordination of anti-corruption activities of bodies and legal entities which are in the area of management of the Ministry | low level | 33% |
| 3. Providing awareness of the compliance with anti-corruption laws | average level | 43% |
| 4. Management of corruption risks in the activities of the organization | average level | 52% |
| 5. Prevention of conflict of interests and violation of other anti-corruption restrictions in the activities of the organization and its personnel | low level | 51% |
| 6. Ensuring requirements of financial anti-corruption control and declaration | average level | 54% |
| 7. Consideration of reports on violations of the anti-corruption law | low level | 55% |
| 8. Exercise of powers in the area of protection of the rights of whistle-blowers | low level | 44% |

The image features a modern building facade with a blue overlay. The text is centered on the blue area. A white horizontal line is positioned below the subtitle.

STRATEGIC AREAS OF PROFESSIONAL DEVELOPMENT

OF ANTI-CORRUPTION OFFICERS
OF THE MINISTRY



Challenge 1.

Low level of guaranteeing the independence of anti-corruption officers by managers



Purpose 1.

To prepare managers - leaders in the field of anti-corruption, who are aware of and implement the Tone From the Top concept



Tasks

- ① **To ensure** communication work on spreading the Tone From the Top concept among the top management of the Ministry, heads of organizations subordinate to the Ministry and local self-government bodies (hereinafter - LSBs)
- ② **Develop and ensure** training according to educational programs for managers of subordinated subordinated enterprises, institutions, organizations and LSBs
- ③ **To conduct** the National Forum on Transparent Restoration
- ④ **To ensure** preparation and communication of the Ministry's monthly Anti-Corruption Work Digest



Challenge 2.

Anti-corruption officers have an insufficient level of professionalism for effective anti-corruption work



Purpose 2.

To ensure professional training and improvement of the qualification level of anti-corruption officers



Tasks

- ④ **To introduce** the work of the Training Center at the Ministry for professional development and formation of the community of anti-corruption officers of the Ministry system
- ④ **To organize** the cooperation with at least three providers of professional training of anti-corruption officers of the Ministry system
- ④ **To develop and ensure training** according to the professional adaptation program for all anti-corruption officers with work experience of up to 1 (one) year and at the Beginner level
- ④ **To ensure** training of anti-corruption officers (Intermediate level) on the organization and implementation of anti-corruption work according to international standards (by priority functions)
- ④ **To develop and introduce** the system of selection and dissemination of good practices of anti-corruption officers in the Ministry system



Challenge 3.

Inefficient coordination of the work of anti-corruption officers of subordinate enterprises, institutions, organizations included in the management system of the Ministry



Purpose 3.

To develop and introduce the standard of coordination work of anti-corruption officers of subordinate enterprises, institutions, organizations included in the management system of the Ministry



Tasks

- ① **To organize** mechanism of system coordination of anti-corruption officers
- ① **To ensure** implementation of networking activities of the anti-corruption officers of the Ministry system
- ① **To develop** IT platform for establishing internal interaction of anti-corruption officers of the Ministry system.



Challenge 4.

The non-systematic nature of measures to raise staff awareness of the requirements of anti-corruption laws in the Ministry, enterprises, institutions, and organizations subordinate to it



Purpose 4.

To introduce the system of measures for the formation of anti-corruption awareness of personnel and integrate it into the corporate culture of the Ministry, enterprises, institutions, and organizations subordinate to it



Tasks

- ① **To conduct** strategic sessions with the management and personnel of the Ministry on the development of the Strategy for the analysis of corporate values, the dissemination of the principles of zero tolerance to corruption throughout the entire system of the Ministry
- ② **To conduct** strategic sessions with the management and personnel of the Ministry on the development of the Strategy for the analysis of corporate values, the dissemination of the principles of zero tolerance to corruption throughout the entire system of the Ministry
- ③ **To ensure** training of the anti-corruption officers by training programs to raise stakeholders' awareness of anti-corruption work and communication of the organization's policies
- ④ **To update** the Code of Ethics of the Ministry taking into account the requirements of anti-corruption laws
- ⑤ **To ensure** the dissemination of updated ethical principles of the Ministry's Code of Ethics among its stakeholders
- ⑥ **To develop** the online course on the rules of compliance with the principles of integrity in the Ministry and subordinate enterprises, institutions, organizations
- ⑦ **To develop** plans for training employees of the organization on issues of anti-corruption and dissemination of corporate values of the Ministry
- ⑧ **To develop** for the anti-corruption officer the program (set of measures) regarding introducing the anti-corruption standards of the Ministry to the newly-appointed employees

ANNEX 1.

CALENDAR ACTION PLAN FOR
THE STRATEGY IMPLEMENTATION



| TASKS/EVENTS | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
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Strategic purpose 1. To prepare managers – leaders in the anti-corruption area, who are aware of and implement the Tone from the top concept

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| 1.1. To ensure the communication work on sharing the Tone from the top concept among the top management of the Ministry, managers of organizations subordinate to the Ministry and LSBs | | | | | | | | | | | | | | | | | | | | |
| 1.2. To develop and ensure training under training programs for managers of subordinate enterprises, institutions, organizations and LSBs | | | | | | | | | | | | | | | | | | | | |
| 1.3. To conduct the National Forum on Transparent Restoration | | | | | | | | | | | | | | | | | | | | |
| 1.4. To ensure the preparation and communication of the Ministry's monthly Anti-Corruption Work Digest | | | | | | | | | | | | | | | | | | | | |

| TASKS/EVENTS | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
|--------------|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|
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Purpose 2. To ensure professional training and advanced training for anti-corruption officers

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|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| 2.1. To introduce the work of the Training Center at the Ministry for the professional development and formation of a community of anti-corruption officers of the Ministry system | | | | | | | | | | | | | | | | | | | | |
| 2.2. To organize the cooperation with at least three providers of professional training of anti-corruption officers of the Ministry system | | | | | | | | | | | | | | | | | | | | |
| 2.3. To develop and ensure the preparation under the program of professional adaptation for all anti-corruption officers with the work experience up to 1 (one) year and of Beginner level | | | | | | | | | | | | | | | | | | | | |

| TASKS/EVENTS | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
|--|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|
| 2.4. To ensure the training of anti-corruption officers (Intermediate level) on organization and implementation of anti-corruption work under international standards (according to priority functions) | | | | | | | | | | | | | | | | | | | | |
| 2.5. To develop and introduce the system of selecting and sharing successful practices of anti-corruption officers in the Ministry system | | | | | | | | | | | | | | | | | | | | |
| Strategic purpose 3. To develop and introduce the standard of work of anti-corruption officers of subordinate enterprises, institutions, organizations which are in the system of management of the Ministry | | | | | | | | | | | | | | | | | | | | |
| 3.1. To develop and introduce unified standards and tools of anti-corruption work inside the Ministry and subordinate enterprises, institutions, organizations included in the system of its management | | | | | | | | | | | | | | | | | | | | |

| TASKS/EVENTS | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
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| <p>3.2. To determine and introduce the mechanism of system coordination by the anti-corruption unit of the Ministry of subordinate enterprises, institutions, organizations included in the system of its management</p> | | | | | | | | | | | | | | | | | | | | |
| <p>3.3. To develop the unified IT platform for organizing the internal cooperation of anti-corruption officers</p> | | | | | | | | | | | | | | | | | | | | |
| <p>Purpose 4. To introduce the system of measures to form the personnel's anti-corruption awareness and integrate it into the corporate culture of the Ministry, enterprises, institution, organizations subordinate to it</p> | | | | | | | | | | | | | | | | | | | | |
| <p>4.1. To conduct strategic sessions with the management and personnel of the Ministry as regards the development of the Strategy of Analysis of Corporate Values of Sharing the Principle of Zero Tolerance to Corruption in the whole system of the Ministry</p> | | | | | | | | | | | | | | | | | | | | |

| TASKS/EVENTS | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
|---|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|
| 4.2. To update the Code of Ethics of the Ministry taking into consideration the requirements of the anti-corruption laws | | | | | | | | | | | | | | | | | | | | |
| 4.3. To ensure sharing of updated ethical principles of the Code of Ethics of the Ministry among its stakeholders | | | | | | | | | | | | | | | | | | | | |
| 4.4. To ensure the preparation of anti-corruption officers under the training programs for trainers to form the stakeholders' awareness on the anti-corruption work and communication of policies of the organization | | | | | | | | | | | | | | | | | | | | |
| 4.5. To develop the online course on the rules of following the good faith principles in the Ministry and subordinate enterprises, institutions and organizations | | | | | | | | | | | | | | | | | | | | |

| TASKS/EVENTS | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | | |
|--|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|--|--|
| <p>4.6. To develop plans of training employees of the organization on anti-corruption and sharing corporate values of the Ministry</p> | | | | | | | | | | | | | | | | | | | | | | |
| <p>4.7. To develop for the anti-corruption officer the program (set of measures) of introducing the newly-appointed employees to the anti-corruption standards of the Ministry</p> | | | | | | | | | | | | | | | | | | | | | | |

