

Lead Nations



United Kingdom

Other Contributors



Denmark



Estonia



Germany



Lithuania



Netherlands



Norway



Sweden



Turkey

Background

Recognizing the fundamental importance of assisting Ukraine in strengthening civil and democratic control over its security and defence structures, and building the capacity of the individuals employed in these structures, the Defence Ministers of Allied nations in 2005 decided to maximize the effectiveness of NATO's support to Ukraine through the establishment of the Programme for Professional Development under the auspices of the NATO-Ukraine Joint Working Group on Defence Reform (JWGDR).

The Programme was officially launched with the signing of the Letter of Intent by Canada, the Czech Republic, Denmark, Estonia, Germany, Hungary, Latvia, Lithuania, the Netherlands, Norway, Poland, Romania, Slovakia, Ukraine, the United Kingdom and the United States at the High-Level NATO-Ukraine Consultations on 24 October 2005 in Vilnius.

The requirement for a modern, adaptable, and dynamic programme for enhancing the professional skills of key civilian officials of Ukraine's security and defence sector resulted in the development of a 3-phased Programme. The Programme Plan was developed and approved in 2006 and the United Kingdom became the Lead Nation.

Milestones

- October 2005 launch of the Programme
- 2006-2008 Phase I of the Programme: training for MOD and NSDC civilian staffs
- 2009-2016 Phase II of the Programme: training for defence and wider security sector institutions' civilian personnel
- Phase III – estimated duration 2-3 years

Financial information

- 2016 estimated annual budget 574,000 EUR
- Gap to estimated budget 170,000 EUR

In Phase I (2006-2008) the Programme provided training and education opportunities for the civilian personnel of the Ministry of Defence and the National Security and Defence Council Secretariat.

In Phase II (from 2009) the Programme extended the delivery of training and education activities to the wider security sector institutions.

In preparation of Phase III the Programme Team together with Ukraine has taken steps to expand the Programme to include civil servants of the public sector, who are responsible for the implementation of Ukraine's objectives outlined in its Annual National Programme. Priority focus will remain on the security and defence sector. In 2016 an assessment of the implementation of the Programme will be conducted to inform the decision to launch Phase III.

The 2016 Programme and Budget Implementation Plan, approved by the Contributing Nations in January, identifies 3 core objectives for the Programme: 1) facilitating organisational development and implementation of reforms in Ukraine's public sector; 2) building the capacity of Ukrainian professional development agencies; and 3) enhancing individual skills of Ukraine's civil servants engaged in Euro-Atlantic integration.





Objective 1 – Facilitating organizational development and implementation of reforms in Ukraine’s public sector

The Programme aims to facilitate the organisational development and systemic reforms in Ukraine’s public sector, with particular focus on the security and defence sector. The PDP seeks to achieve that through providing advice and professional development opportunities for relevant Ukrainian officials. The PDP will support them in 1) introducing critical intra-agency systems (such as effective resource management, communication, etc.); 2) enhancing inter-agency cooperation (coordinated policy development, coordinated and coherent reforms’ implementation); and 3) engaging with civil society representatives from both national and international organisations.



Objective 2 – Building the capacity of Ukrainian professional development agencies

The aim is to build the capacity of Ukrainian professional development agencies and training centres for them to be able to offer high-quality training and education to civil servants, and in particular those working in the security and defence sector. To that end, the Programme will engage with local training providers, both governmental as well as academic establishments, to identify their capacity to provide relevant training and their needs to enhance this capacity. The key institutions include National Agency of Civil Service, the School of Senior Civil Servants, the Diplomatic Academy, Academies under the Ministry of Interior and the National Defence University.

The Programme will provide professional development opportunities to their staffs through tailored train-the-trainer courses as well as consultations with counterparts from Allied countries and international subject-matter experts. The Programme will facilitate their participation in international conferences and/or courses abroad. Additionally, the Programme will provide advice and assistance for the development of Ukrainian own courses, including curriculum development, pilot courses delivery, assessment and evaluation.

In 2016, the Programme will focus on promoting the need to establish Ukrainian national capacities able to deliver relevant and modern training opportunities to civil servants.



Objective 3 – Enhancing individual skills of Ukraine’s civil servants engaged in Euro-Atlantic integration

The Programme will provide opportunities for the individuals employed in Ukraine’s security and defence sector through both training and education, as well as internships or expert consultations with their counterparts in Allied countries. The aim is to enhance their generic management and/or of-office work skills, improve their English language skills, and their professional skills related to the specific functions they are performing in their respective institutions (human resource management, cyber defence, etc.). Special focus will be on conducting inter-agency training and education activities.

For further information

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