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STRATEGIC PLAN OF DEVELOPMENT of National Academy of Internal Affairs 2018-2024

1. GENERAL PROVISIONS

Strategic plan of development of National Academy of Internal Affairs 2018-2024 (hereinafter referred to as “the Strategic Plan”) defines current state, aim, tasks, principles and key areas of further development, challenges and relevant solutions for the National Academy of Internal Affairs (hereinafter referred to as “NAIA”) as the prominent state higher educational establishment for law enforcement subordinated directly to the Ministry of Internal Affairs of Ukraine. Taking into account its scientific and staff potential along with strong material and technical base, NAIA has obtained the status of national educational center tasked to shape the future law enforcement personnel of Ukraine.

Preserving and developing the best traditions, NAIA team effectively implements the updated training standards including basic, postgraduate and advanced training programs for specialists and experts in accordance with state order, promotes and coordinates different research and lawmaking activities regarding formulation and implementation of state policy in the area of citizens’ rights and freedoms protection, promotion of community and state interests and prevention of potential unlawful encroachments, improves and updates the strategic areas of educational system reforming on the national level, promotes and strengthens international cooperation.

Strategic Plan is based on the provisions of the Constitution of Ukraine, Laws of Ukraine “On higher education”, “On education”, “On secondary education”, “On state language policy”, “On research activity”, “On National Police of Ukraine”, National Doctrine of Educational System Development, National Strategy of Ukrainian Education Development “2021”, decrees and orders of the President of Ukraine, Strategy of Development of the Ministry of Internal Affairs of Ukraine “2020”, decrees and orders of the Cabinet of Ministers of Ukraine, Concept of MIA of Ukraine Educational System Development (approved by the Decree of the Ministry of Internal Affairs of Ukraine № 1252 dd. November 25, 2016), legislative acts issued by Ministry of Internal Affairs of Ukraine and Ministry of Education and Science of Ukraine regulating social relations in educational area, Charter of National Academy of Internal Affairs, basic ideas and principles of justice, humanism, rule of law, priority of human rights and freedoms.

The aim of Strategic Plan is to formulate the scientifically valid methodological background for NAIA innovative development to ensure its status of elite higher educational establishments in Ukraine and integrate into European and global educational environment, promote active search for solutions to deal with challenges raised by modernized staff policy of MIA of Ukraine, National Police of Ukraine, Expert Service of MIA of Ukraine, other agencies in the structure of national law enforcement system (updated training programs for highly-qualified law enforcement personnel).

Tasks of Strategic Plan:

- ensuring sustainable development of NAIA on the basis of succession, current integrative processes and challenges, new strategy and innovative technologies;
- constant updating of quality of educational services, its practical element, monitoring, content and forms of educational process organization;
- ensuring delivery of high-quality educational services in the system of postgraduate/advanced training to specialists and experts with aim to maintain the required level of competence;
- implementing the 3-level model of staff training, ensuring high-quality organization of basic training and;
- delivering specialized training to UN CIVPOL monitors and command staff of peacekeeping police units deployed to UN peacekeeping missions;
- improving the quality and expanding the scope of training programs for reserve officers and paramedics;
- full implementation of innovative technology in training process along with best foreign practices and traditions;
- establishing efficient career guidance and selection mechanisms for future law enforcement officers;
- improving quality and effectiveness of research activity in accordance with the practical needs, updating methodology for research staff training;
- systemic optimization of higher educational establishment structure, constant strengthening of staff qualitative potential, discipline and legitimacy observance;
- implementation of social programs, meeting current individual needs and requirements, multiaspectual personal development;
- searching for new efficient ways and methods of economic management, improving the funding mechanisms, staff remuneration and social welfare system;
- ensuring constant interaction with media (on the basis of partnership);
- strengthening cooperation between NAIA and prominent Ukrainian higher educational establishments, educational organizations, agencies and funds in relevant area;
- strengthening international cooperation and Euro-Atlantic integration.

Development of educational activity is based on the following principles:

- independence and self-governance
- delimitation of rights, authorities and responsibility
- combination of collective and individual management
- consistency of policy and actions taken by the higher educational establishment governing board regarding its further development
- political, social and religious neutrality
- implementation of higher education standards as required minimum in terms of training programs content
- compatibility of education quality level to current requirements of training programs for law enforcement staff
- continuous and individualized training process
- diversification
- democratization of training process organization
- innovative development of educational and research area
- integration of educational and research area into European and global environment
- monitoring of education quality, ensuring the assessment transparency, promotion of civil control

The Strategic Plan is a landmark which is implemented in the process of NAIA Annual Plans development where specific terms and responsible persons are defined in each area.

2. CURRENT STATE OF NAIA DEVELOPMENT

NAIA has already marked its 96th anniversary with strong traditions and bright perspectives.

As a prominent higher educational establishment in the law enforcement system subordinated directly to Ministry of Internal Affairs of Ukraine it provides educational services (full-time, extramural and distance course) for:

- research and teaching staff, degrees – Doctor of Philosophy and Doctor of Science (three specialties)
- specialists, degrees – Bachelor and Master (“Law”, “Law enforcement activity”, “Psychology”, “Public administration and management” under the license of Ministry of Education and Science of Ukraine)
- advanced course for employees of Ministry of Internal Affairs of Ukraine, National Police of Ukraine, Expert Service of MIA of Ukraine, other law enforcement structures, officials from agencies responsible for corruption prevention and combating, teaching, research and command staff of law enforcement educational establishments
- UN CIVPOL monitors and command staff of UN peacekeeping police units
- basic training for police officers
- reserve officers

- paramedics
- lyceum students (full secondary education with additional course of physical education and jurisprudence)

Currently NAIA structure comprises doctoral school, 4 research and training institutes, Institute of Postgraduate Training, Institute of Penal Service, Prykarpatskyi faculty, 3 basic professional training centers, 12 regional extramural departments in Vinnytsia, Zhytomyr, Kropyvnytskyi, Lutsk, Mykolaiv, Mukachevo, Poltava, Rivne, Ternopil, Khmelnytskyi, Cherkasy, Special Peacekeeping Training Center, Special and Physical Training Unit, military arts division, paramedical training center, 5 research laboratories, Yaroslav Kondratiev juridical lyceum, preparatory division.

NAIA provides educational services to more than 15 000 persons including students, cadets and doctoral candidates (4969 – full-time course with 3811 of them by the state order).

More than 3 categories of specialists are provided advanced courses on the base of different programs by the Institute of Postgraduate Training. In 2017 7686 persons completed their postgraduate and advanced course (6260 – by the state order, 1426 – on the contract base). More than 1000 certificates were issued upon the completion of Ukrainian language proficiency exam.

MIA of Ukraine authorized NAIA to provide educational services to police officers in the framework of basic professional training program (1266 officers in 2017).

NAIA staff comprises more than 2500 employees including 638 researchers. 29 NAIA departments are staffed with 54 Doctors of Science and professors, 237 Doctors of Philosophy and associate professors, 7 academicians and corresponding members of State Academies of Sciences, 43 employees awarded with honorary titles.

In 2017 NAIA researchers completed 166 scheduled and 190 unscheduled scientific-research projects (improvement of official activity organization in the Ministry of Internal Affairs of Ukraine, National Police of Ukraine and Expert Service of MIA of Ukraine; crime combating; consolidation of legality; public order and safety maintenance).

NAIA supports publication of 6 periodicals five of which are specialized. “Scientific Works of National Academy of Internal Affairs” and “Legal Journal of National Academy of Internal Affairs” are registered in Index Copernicus, Academic Resource Index, Wersja Beta, Social Communications Research Center.

5 specialized Academic Boards function in NAIA to support the theses defence procedure (in 2017 – 8 these for the degree of Doctor of Sciences and 63 for the degree of Doctor of Philosophy). 12 scientific schools have been established and successfully operate (philosophy, theory of law, modern criminology, forensic tactics and crime investigation methodology, criminal law and process etc).

1290 computers are connected to NAIA information network (90% are connected to the local network, 95% - connected to Internet; all training units and regional

departments of Institute of Extramural and Distance Learning are equipped with videoconference systems.

In order to ensure efficient informational and methodological support of the training process multimedia textbooks and manuals, videolectures and distance course materials (over 300 subjects) were placed at official web-portal with more than 10 000 users registered.

NAIA electronic repository contains 1934 papers; since November 2017 separate web-pages of 4 scientific periodicals have been launched (all volumes published in 2015-2017).

NAIA library book collection comprises 1 063 000 items (634 000 – courseware, 351 000 – scientific literature, 75 000 – fiction and 296 specialized periodicals).

NAIA is a member of AEPC (Association of European Police Colleges), party to 30 cooperation agreements in educational and research area concluded with foreign law enforcement educational establishments (Europe and Central Asia). Common cooperation formats include exchange of delegations (representatives) in the framework of working visits (fact-finding missions), internship programs, publication of articles in periodicals, joint participation in conferences, seminars, workshops etc.

NAIA has continually been awarded with the highest mark of distinction “Sofiiia Kyivska” and was acknowledged as the best higher educational establishment in different nominations during the participation in international fairs “Education and career”.

KEY AREAS OF DEVELOPMENT

3.1. Organization and management

Challenges:

- implementation of coherent model of law enforcement education and relevant educational establishments activity standards;
- harmonization of NAIA internal regulations to national legislation
- deficiencies of managerial decisions drafting, adoption and implementation processes
- implementation of efficient system of IT-management and the innovative technologies
- enhancement of role, influence and responsibility of cadet (student) self-governance bodies in the process of adoption and execution of managerial decisions

Solutions:

- gradual implementation of provisions and requirements contained in Laws of Ukraine “On higher education”, “On education”, “On state language policy”, “On research and technical activity”, “On National Police of Ukraine”, National Strategy of Ukrainian Education Development “2021”, decrees of the Cabinet of Ministers of Ukraine into training process, research, organizational, managerial and financial

activity with its further harmonization to requirements of NAIA internal regulations

- implementation of principles and priorities of Ministry of Education and Science of Ukraine and Ministry of Internal Affairs of Ukraine, Strategy of Development of the Ministry of Internal Affairs of Ukraine “2020” and Concept of MIA of Ukraine Educational System Development regarding accomplishment of the following tasks by NAIA:
 - delivery of basic, advanced and postgraduate training to specialists and experts employed by the Ministry of Internal Affairs, National Police of Ukraine, Expert Service of the Ministry of Internal Affairs, other law enforcement agencies and business entities in accordance with licensed and accredited training programs (specialties) with further expansion of its list
 - delivery of training to teaching and research staff (doctoral school course) in the framework of open research specialties with further expansion of its list
 - introduction of new three-level law enforcement education model (basic professional training, higher education, postgraduate training), delivery of basic training to police officers
 - increasing quality and expanding the capacity of training programs for reserve officers and paramedics
 - increasing quality and expanding the capacity of training programs for UN CIVPOL monitors and command staff of UN peacekeeping police units
 - scientific support of lawmaking and law enforcement activity with extension of research areas in compliance with needs and requirements of Ministry of Internal Affairs, National Police of Ukraine, Expert Service of the Ministry of Internal Affairs
- ensuring NAIA sustainable development on the basis of succession, current integrative processes and challenges, new strategy and innovative technologies
- acknowledgement of NAIA national status
- preparation to NAIA 100TH anniversary celebration
- synergy of collective and individual management with delimitation of managing structures functions, authorities and responsibility, increasing the overall level of transparency
- presentation of modern flexible system of strategic and operative management with use of innovative technologies
- presentation of efficient system of command staff regular reporting to subordinates (key activity areas, strict adherence to democratic foundations of electoral system, strengthening personal responsibility of command staff at all levels and staff performance discipline)
- reorganization, optimization and development of structural and separated units

- expansion of cooperation with cadet (student) self-governance bodies, supporting their initiatives and promotion of patriotism
 - organization of NAIA authority (Rector, Deputy Rectors, command staff) meetings with students and cadets to provide all necessary information about the Academy's activities and receive feedback
 - ensure transparency of processes related to drafting of internal regulations, its examination and approval
 - implementation of modern document flow and control system

3.2. EDUCATIONAL ACTIVITY

Challenges:

- further improvement of quality and practical aspects of training process (basic, postgraduate and advanced training), its methodological support
- updating the Master's programs in accordance with the legal practice requirements
- problems with graduates' employment

Solutions:

- gradual implementation of provisions and requirements contained in Laws of Ukraine "On higher education", "On education", "On state language policy"
- modernization of NAIA Automated Control System, improvement of training process quality, content and practical aspects, search for new forms and methods of its organization
- expansion of students and teachers academic mobility, presentation of new opportunities for participation in double-degree programs
- development and regular updating of NAIA regulatory framework and training programs (schedules) including its harmonization with current requirements, international standards, National Qualifications Framework, law enforcement needs
- expansion of specialization areas (first stage – criminal analysis, informational and analytical support, operative and technical measures, psychophysiological examination (polygraph))
- keeping up the best traditions of Ukrainian law enforcement education, improvement of educational system by establishing efficient mechanisms of interaction between classic and modular programs, enhancement of its practical components
- presentation of rating system for NAIA teaching and research staff activity assessment, increasing transparency of their financial encouragement
- ensuring maximum transparency of all assessment procedures (exams, tests, course papers, credits), free access of students to test question lists, methodological support and all necessary subject materials

- further development and expansion of NAIA cooperation with prominent higher educational establishments, research institutions, agencies and organizations, participation in double-degree programs
- improvement of foreign language mastery level among students and teaching staff (use of language skills in training process, publication of papers in foreign periodicals)
- inclusive development and implementation of active and interactive forms and methods, innovative technologies, interdisciplinary links to shape key competences
- improvement of internal quality ensuring system
- large-scale implementation of distance and mixed training programs
- optimization of student groups (with 25 persons per group)
- establishment of authoring groups responsible for textbooks content filling and updating, preparation of lecture courses, multimedia materials, methodological support with its further digitalization and placement on specialized web-sites
- establishment of accumulation, generalization and registration system (best law enforcement practices) with regular updating
- involvement of experts and specialists to departments' activity
- reequipping and refreshment of technical base (increasing efficiency of its use in the course of ad hoc operations), integration of research activity achievements into training process
- increasing the number of specialized computerized classes with access to existing search and analytical systems, new automatized working places for employees of National Police of Ukraine and Expert Service of MIA of Ukraine
- updating the Master's programs with further implementation of Bologna declaration provisions into the training process
- improvement of internship programs
- development and implementation of efficient career guidance programs to ensure selection of talented young people
- pre-university tutorials
- proper organization of admission campaign followed by complex selection procedure (with adequate requirements)
- tightening cooperation with NPU units and monitoring of graduates' professional achievements and adaptation in law enforcement environment with their assessment
- increasing the level of graduates' competitiveness both in Ukraine and abroad, provision of relevant support in the process of employment and expanding career development opportunities
- provision of support to vulnerable categories of young people by offering the opportunity to study at Yaroslav Kondratiev Juridical Lyceum

3.3. RESEARCH ACTIVITY AND DEVELOPMENT OF TEACHING AND RESEARCH STAFF COMPETENCE

Challenges:

- damage to image of research activity as a type of social work and decreased percentage of scientific component in managerial decisions and regulatory framework
- active transformation of organizational foundation, legislation and priority areas of state policy on law enforcement activity
- implementation of international standards in police activity with relevant legislative updating
- development of new workforce capacity standards as response to appearance of new crime types

Solutions:

- conducting targeted research upon request and with direct participation of MIA and NPU departments and services with aim to present solutions for key strategic tasks related to safe environment, crime combating, human rights and freedoms protection, services provision, informational and analytical support, workforce capacity development
- implementation of research results into MIA and NPU practical activity, training process (higher educational establishments subordinated to MIA of Ukraine) with due consideration of the following areas – combating most dangerous types of crimes, organization and tactics of operative and technical means application, informational, analytical psychological and forensic support
- strengthening regulatory framework of MIA and NPU direct interaction with Verkhovna Rada specialized committees, expert groups of the Ministry of Justice, Prosecutor-General's Office, National Academy of Legal Sciences, Advisory Board of the Supreme Court, other executive power bodies, international expert institutions
- ensuring a complex of measures to be taken in the area of implementation of intellectual property right objects (equipment and technologies – specialized and forensic equipment, electronic materials, automatized working places, analytical systems and databases, methods etc) in the training process (basic and postgraduate course for police officers)
- gradual reorganization of NAIA research units with due consideration of MIA priorities and specialization of the educational establishment
- staffing the specialized research laboratories with experienced specialists, ensuring completion of regular (once in 2-3 years) internship in NPU territorial units, conducting regular performance reviews for research staff with maintenance of certain transparency level
- development of efficient approaches to evaluation of research staff achievements and relevant promotion mechanisms, their participation in

training programs (internship) offered by educational and research institutions including foreign ones

- delivery of specialized training for academic staff and creation of conditions to increase the competitiveness of research results
- automatization of libraries, development of NAIA electronic repository capacity, service provision improvement
- increasing the quality of research data published in specialized periodicals, integration of accumulated data into global environment by publishing its electronic version in Internet, ensuring its inclusion in scientometric databases and high-quality reviewing of published data
- increasing the number of staff publishing papers in periodicals rated in scientometric databases Scopus, Web of Science etc, international periodicals
- raising awareness of community regarding NAIA research activity dynamics (official web-portal, social media and mass media)
- strengthening control over research staff performance discipline (individual schedules of doctoral students, dissertation advisors' activity, proper publication of research activity results in Ukrainian and foreign periodicals)
- access of doctoral students (Doctor of Philosophy and Doctor of Sciences) to internship programs in foreign institutions
- development of efficient system of academic integrity ensuring including anti-plagiarism prevention mechanisms
- providing support to doctoral school graduates employed in NPU units, monitoring their career development dynamics, formation of relevant staff reserve for future employment in NAIA (research and teaching staff)
- presentation of new specialties for doctoral students (according to practical needs)
- cooperation (on the basis of agreements concluded) with EUAM, Office of the Council of Europe in Ukraine, European Commission, OSCE, Hanns Seidel Foundation, other international institutions and agencies, higher educational establishments of Visegrad Group (Czech Republic, Hungary, Poland, Slovak Republic), GUAM (Georgia, Ukraine, Azerbaijan, Moldova) with aim to promote research achievements, activate the experience exchange and maintain partnership
- participation of students in international and Ukrainian academic competitions organized or acknowledged by the Ministry of Education and Science of Ukraine, international internship programs including programs funded by grants, state awards and scholarships
- development of NAIA legal clinics network and activation of its interaction with Verkhovna Rada specialized committees, Association of Legal Clinics of Ukraine, regional centers of free secondary legal aid provision under the Ministry of Justice of Ukraine, other state agencies

and NGOs with aim to hold seminars, trainings, workshops and other events

- participation in international grant schemes on the basis of partnership with the support of “National Erasmus+ Office in Ukraine”, “Horizon - 2020”, instruments of institutional capacity development TWINING and TAIEX with aim to involve international experts to research activity in different areas
- promotion of research activity among young scientists (publications, evaluation of results in the framework of international events)

3.4. STAFF POLICY

Challenges:

- requirement for constant improvement of NAIA organizational structure and staffing specifications
- lack of proper regulation regarding specific issues of service career (positions for police officers)
- lack of transparency and impartiality, improvement of staff selection mechanism (primarily research and teaching staff)
- low level of IT-support in the process of staff policy implementation
- gaps in educational work, psychological support and social protection system
- requirement to eliminate the factors of corruption risks formation and gaps in integrity standards compliance

Solutions:

- systemic improvement and optimization of NAIA organizational structure and staffing specifications, expansion of positions held by civilians
- improvement of system and mechanism of evaluation of candidates taking part in vacancy-filling competition by transparent and objective criteria (research and teaching staff)
- strengthening the staff potential and its “rejuvenating”
- improvement of NAIA staff professional competence and qualification level, pedagogical skills, access to internship programs of National Police of Ukraine, Expert Service of MIA of Ukraine, prominent higher educational establishments, research institutions, judiciary bodies, court administrations, business and financial structures
- cooperation with units of National Police of Ukraine and Expert Service of MIA of Ukraine with aim to ensure employment of staff with experience in the area of management, operative and investigative activity, preventive and expert activity

- ensuring connection of NAIA electronic informational-analytical system “Parus” to automatized integrated staff registration system of MIA of Ukraine
- proposals regarding amendments to legislative acts and by-laws on establishment of special ranks for relevant positions taken by police officers in law enforcement higher educational establishments and rights of their managers to take disciplinary measures and apply recognition mechanisms
- proposals regarding amendments to legislative acts and by-laws on pension fund schemes
- advisory support provided to MIA of Ukraine and NPU in the course of regulatory framework drafting (psychological support of operative activity)
- updated workload ratios for employees of psychological service (on the basis of best foreign practices analysis) and staffing specifications
- establishment of favorable psychological environment for employees, constant monitoring of their psychological preparedness for accomplishment of tasks
- improvement of educational work organization, gradual implementation of Complex Target Program of NAIA Staff Patriotic, Ethic and Aesthetic Education
- formulation and implementation of efficient mechanisms for elimination of factors of corruption risks formation, monitoring of NAIA staff compliance with the provisions and requirements of anti-corruption legislation, organization of anti-corruption training sessions
- monitoring of NAIA staff compliance with integrity standards

3.5. INFORMATIONAL AND ANALYTICAL SUPPORT. COMMUNICATION

Challenges:

- requirement for improvement of information security system functioning in computer networks and expansion of videosurveillance system capacity
- lack of teaching staff knowledge regarding IT and multimedia application in the course of material delivery
- requirement for improvement of postgraduate training system (advanced course for employees of MIA of Ukraine, National Police of Ukraine and Expert Service of Ukraine) along with cost optimization related to service trips organization
- lack of knowledge and skills in the area of IT application, demonstrated by students and cadets
- practical units understaffed with qualified IT-personnel
- requirement for completion of library automatization process

- low level of relevant research results implementation in practical law enforcement activity
- requirement for activation and systematization of NAIA research staff participation in the process of innovative technologies and methods implementation in NPU practical activity

Solutions:

- further informatization of management activities
- development and implementation of unified access control system (informational resources in NAIA computer network)
- technical modernization of videosurveillance system by expanding the videoarchive capacity
- equipping classrooms with multimedia for material delivery
- updated distance courses for postgraduate students (with use of NAIA web-portal potential)
- systematic development and updating of multimedia means (textbooks, manuals, videolectures, electronic handbooks for police officers)
- development and implementation of efficient performance assessment mechanisms (distance course)
- establishment of NAIA Distance Learning Center (specialized computerized classroom) with preparatory and organizational functions
- increasing number of multifunctional specialized classrooms for students of IT-related specialties (search and filtering, analytical activity, data protection and cybercrime combating)
- presentation of elective course “IT in Police Officer’s Professional Activity”
- presentation of new specialties (upon approval of MIA of Ukraine and NPU) – “Criminal Analysis”, “Analytical Support”, “Cybercrime Combating”, “Operative Recording”
- informational support of NAIA activity
- modernization of library service system
- completion of library automatization process (presentation of self-servicing module, integration into electronic catalogue)
- electronization of library collection, accumulation of material for electronic repository
- access to international scientometric databases
- development of mechanism of relevant research results implementation in practical law enforcement activity (focusing on legal practice needs and in accordance with the intellectual property legislation)
- presentation of updated automatized working places system for NPU practical units with aim to increase the staff performance quality and unload the schedule
- establishment of NAIA Electronic Bank of Law Enforcement Methodology with remote access option

- presentation of specialized course “Open police” with aim to eliminate the existing suspicions and low level of trust to law enforcement, misunderstandings between police and community, raise awareness of key principles and concepts of law enforcement activity
- involvement of activists and journalists in organization of joint events with NAIA staff to ensure correct and objective presentation of law enforcement image in media and community

3.6. FINANCE AND LOGISTICS

Challenges:

- economic risks on the level of state budget, limited funding of NAIA activities
- gaps in litigation activity
- constant need for infrastructure development and technical base renovation
- need for improvement of relevant conditions (education, labor, catering, accommodation, healthcare, leisure)

Solutions:

- strict observance of financial discipline, tax and budget legislation, legislative acts and regulations related to business activity, control over allocation of funds and expenses
- improvement and optimization of additional funding sources involvement (educational services on a fee-paying basis, research activity)
- ensuring due reimbursement of expenses related to training of specialists who resigned before finishing the mandatory 3-year service period in practical units or terminated their course in advance
- control over allocation and use of funds with prevention of idle balances accumulation on accounts of State Treasury Service of Ukraine at the end of financial period
- rational utilization of resources and control over public utility charges due payment
- ensuring constant development and updating of NAIA infrastructure funded from different sources
- search for new efficient ways of expanding the financial capacity
- transport infrastructure renewal
- catering services quality improvement
- high-quality healthcare services
- housing facilities renovation (dormitories №4, № 5, №8 in Kyiv and Ivano-Frankivsk)
- major repair of other objects (sport halls, training facilities, premises, heating network roofing)
- reconstruction of training facilities in Ivano-Frankivsk, shooting range in Kyiv (9 Narodnogo Opolchennia)

- construction of tactical shooting complex and sport complex for Specialized and Physical Training Unit in Vita Poshtova
- reconstruction of leisure premises

3.7. INTERNATIONAL COOPERATION

Challenges:

- insufficient activity of persons selected for participation in foreign service trips and demands of their authority regarding collection of materials (data) and best practices, its processing and implementation in research and training activity
- insufficient amount of publications in foreign languages (NAIA and foreign periodicals registered in scientometric databases)
- insufficient use of IT in the process of international events organization (webinars, internet-conferences etc)

Solutions:

- strengthening of NAIA cooperation with international partners to organize and perform joint preparation and publication of training materials, research projects, students and teaching staff exchange (internship programs), exchange of scientific papers etc
- organization of educational and scientific events (seminars, conferences, workshops) related to law enforcement activity on NAIA base with support of international partners (EUAM, EU Council Office in Ukraine, OSCE Project Coordinator in Ukraine, Hanns Seidel Foundation, Friedrich Ebert Foundation etc)
- intensification of foreign language and IT mastering as component of NAIA training programs
- formation of database accumulating materials related to best foreign practices of law enforcement activity organization and performance collected by participants of international events
- increasing amount of publications in foreign languages (NAIA and foreign periodicals registered in scientometric databases)
- improvement of UN CIVPOL and peacekeeping missions command staff training programs quality
- ensuring students' access to international educational programs (academic mobility enhancement)
- students' participation in international educational programs, specialized summer schools etc
- development of English version of NAIA official website and presentation of expendable materials in English