MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
LUTSK NATIONAL TECHNICAL UNIVERSITY
FACULTY OF BUSINESS AND LAW

APPROVED
Dean of the Faculty
_____ Liubov KOVALSKA
26.08.2026

APPROVED
First Vice-Rector
_____ Nadiia KOVALCHUK
26.08.2026

SYLLABUS

of the educational component "Public Administration and Governance within European Union"
higher education degree – Master
field of knowledge – D Business, Administration and Law
specialty – D4 Public Management and Administration
educational programme – Public Management and Administration of Youth Policy

Department of Public and Project Management

Syllabus developed by Associate Professor, PhD, старший дослідник Maksym VOICHUK

The syllabus was approved at the meeting of the Department of Public and Project Management, minutes No. 4 of 26.08.2026

Head of the Department DSc, Professor Nataliia PAVLIKHA

Reviewed and approved by the support group of the educational programme "Public Management and Administration of Youth Policy", minutes No. 1-2026/27 of 26.08.2026

Guarantor of the educational programme "Public Management and Administration of Youth Policy" PhD, старший дослідник Maksym VOICHUK

Approved by the Scientific and Methodological Council of the University, minutes No. 1 of 26.08.2026

Approved syllabus online:
https://e.lntu.edu.ua/syllabus/2686

Lutsk – 2026

SYLLABUS OF THE EDUCATIONAL COMPONENT "Public Administration and Governance within European Union"

Educational programme	Public Management and Administration of Youth Policy
Field of knowledge / Specialty	D Business, Administration and Law / D4 Public Management and Administration
Level of higher education	second (master's)
Course status	compulsory
Language of instruction	English
Workload	5 ECTS credits / 150 hours, semester 1
Form of final assessment	pass/fail test
Lecturer(s)	PhD, старший дослідник Maksym VOICHUK

1. Course aim and objectives

Aim: The aim of the course "Public Administration and Governance within the European Union" is to foster a systemic understanding among students of the principles, models, and tools of public administration and governance in the European Union, the functioning of the European multi-level governance system, the European administrative space, and modern approaches to organizing public administration, as well as to develop the ability to apply European approaches and standards to the analysis and improvement of public administration in Ukraine.

Objectives: Course Objectives
The main objectives of the course are to:
– foster an understanding of the core concepts, principles, and models of public administration and governance in the European Union;
– outline the EU institutional system and the functional roles of key institutions within European governance processes;
– characterise the features of multi-level governance and the interaction between European, national, regional, and local levels of administration;
– examine the foundations of the European Administrative Space and contemporary trends in public administration reform;
– define the role of democracy, civic participation, openness, and accountability in European governance;
– introduce the key policies, instruments, and mechanisms of public administration in the EU;
– analyse European approaches to regional and local governance;
– develop the ability to compare public administration models across EU member states and candidate countries;
– examine the institutional and administrative aspects of Ukraine's European integration;
– build the capacity to analyse and apply European standards of public administration and managerial decision-making;
– develop skills for analysing European administrative practices and adapting them to the Ukrainian context;
– foster an understanding of current trends and future prospects in European governance and their significance for the modernisation of public administration in Ukraine.

2. Competences

IC — integral competence: The ability to solve complex tasks and problems in the field of public management and administration and/or during the learning process, involving research and/or innovation and characterized by uncertainty regarding conditions and requirements.

GC01 — Ability for abstract thinking, analysis, and synthesis.

GC02 — The ability to work in a team, motivate people, and move towards a common goal; to be a

leader; and to act in a socially responsible and conscious manner.

GC04 — The ability to improve and develop one's professional, intellectual, and cultural levels.

GC06 — Ability to communicate professionally in a foreign language.

SC10 — The ability to make well-founded managerial decisions, taking into account issues of European and Euro-Atlantic integration.

SC11 — The ability to develop and implement youth policy mechanisms based on partnership, youth participation, and functional interaction among public authorities, civil society organizations, and other stakeholders.

3. Course structure, distribution of hours, links between topics and competences

No.	Topic	**Lectures** full-time/ part-time	**Pract./ Semin./ lab** full-time/ part-time	**Self-study** full-time/ part-time	Total	Teaching methods	Assessment methods	GC and SC
Content module 1. Public Administration and Governance in the European Union								
1	Topic 1. Public Administration and Governance: European Approaches and Concepts	1/1	2/–	9/12	12/13	TM1, TM2, TM3	AM2, AM4	GC01, GC04, GC06, SC10, SC11
2	Topic 2. Institutional System of the European Union and Youth Policy	1/–	2/2	10/10	13/12	TM1, TM2, TM3	AM2, AM4	GC01, GC04, GC06, SC10, SC11
3	Topic 3. Multi-level Governance in the European Union: Youth Participation and Institutional Cooperation	1/–	2/–	9/10	12/10	TM1, TM2, TM3	AM2, AM4	GC02, GC04, GC06, GC01, SC10, SC11
4	Topic 4. European Administrative Space and Public Administration Reforms	1/–	2/–	9/10	12/10	TM1, TM2, TM3	AM2, AM4	GC01, GC04, GC06, SC10
5	Topic 5. European Governance, Democracy, Citizen Participation and Youth Engagement	2/–	4/2	10/14	16/16	TM1, TM2, TM3	AM2, AM4, AM6	GC02, GC04, GC06, SC10, SC11
Content module 2. European Integration and Public Administration in Ukraine								
6	Topic 6. EU Policies, Programmes and Instruments of Public Governance	1/–	4/–	10/12	15/12	TM1, TM2, TM3	AM2, AM4	GC01, GC04, GC06, GC02, SC10, SC11

No.	Topic	Lectures full-time/ part-time	Pract./ Semin./ lab full-time/ part-time	Self-study full-time/ part-time	Total	Teaching methods	Assessment methods	GC and SC
7	Topic 7. European Regional and Local Governance: Youth Policy at the Local Level	2/–	3/–	8/12	13/12	TM1, TM2, TM3	AM2, AM4	GC01, GC04, GC06, GC02, SC10, SC11
8	Topic 8. Public Administration in EU Member States and Candidate Countries	2/–	3/–	8/12	13/12	TM1, TM2, TM3	AM2, AM4	GC01, GC04, GC06, SC10
9	Topic 9. EU Integration of Ukraine: Institutional, Administrative and Euro-Atlantic Dimensions	1/1	2/2	8/14	11/17	TM1, TM2, TM3	AM2, AM4, AM6	GC01, GC04, GC06, SC10
10	Topic 10. European Standards of Public Governance, Project Management and Management Decisions	1/–	2/–	8/12	11/12	TM1, TM2, TM3	AM2, AM4	GC01, GC04, GC06, GC02, SC10, SC11
11	Topic 11. European Cooperation and Governance Networks: Partnerships in Youth Policy	1/–	2/–	8/12	11/12	TM1, TM2, TM3	AM2, AM4	GC02, GC04, GC06, SC10, SC11
12	Topic 12. Future of European Governance and Public Administration: Youth, Security and Institutional Resilience	1/–	2/–	8/12	11/12	TM1, TM2, TM3	AM2, AM4, AM6	GC01, GC02, GC04, GC06, SC10, SC11
	Total	**15/2**	**30/6**	**105/142**	**150/150**			

Legend: GC — general competence (number according to section 2); SC — special (professional) competence (number according to section 2). The full wording of each code is given in the educational programme / standard of the specialty.

Teaching methods: TM1 — verbal method (lecture, discussion, interview, etc.); TM2 — practical method (laboratory and practical classes); TM3 — visual method (illustration and demonstration).

Assessment methods: AM2 — oral or written survey; AM4 — testing; AM6 — essay.

4. Learning outcomes

PLO05. To determine priority areas for the implementation of e-government and the development of e-democracy.

PLO06. Effectively manage innovation, resources, risks, projects, change, and quality, and apply modern models, approaches, technologies, and international best practices when designing and reorganizing management and organizational structures.

PLO08. To be able to communicate effectively, substantiate one's position, and use modern information and communication technologies in the field of public management and administration, based on principles of social responsibility and legal and ethical norms.

PLO09. Communicate in a foreign language on professional topics, and discuss public administration issues and research findings.

PLO11. Develop well-founded management decisions that take into account issues of European and Euro-Atlantic integration; consider objectives and existing legislative, time, and resource constraints; and assess the political, social, economic, and environmental consequences of decision options.

PLO13. To possess the ability to develop and implement mechanisms for youth policy within the system of public management and administration, based on partnership, youth participation, and functional interaction among public authorities, civil society organisations, and other stakeholders.

5. Sustainable Development Goals

SDG 4 – Quality Education

SDG 5 – Gender Equality

SDG 8 – Decent Work and Economic Growth

SDG 9 – Industry, Innovation and Infrastructure

SDG 10 – Reduced Inequalities

SDG 11 – Sustainable Cities and Communities

SDG 16 – Peace, Justice and Strong Institutions

SDG 17 – Partnerships for the Goals

6. Non-formal education

Regarding recommended courses, training sessions, internships, and other activities: learning outcomes acquired through formal, non-formal, or informal education may be recognized in accordance with LNTU procedures. Proof may consist of certificates from specialized training sessions, webinars, or online courses, accompanied by a description of the achieved learning outcomes and, if necessary, a brief verification task or a portfolio.

7. Assessment criteria and forms of control

Assessment is based on a 100-point scale (national scale / ECTS). Final grade = continuous assessment (40 %) + individual assignments (10 %) + module tests (50 %).

Academic integrity: independent completion of assignments; correct citation of sources; marking parts of the text generated by AI tools. Violations of academic integrity are not tolerated.

8. Content of topics

Topic 1. Public Administration and Governance: European Approaches and Concepts

Concepts and evolution of public administration and governance. Differences between government, public administration and governance. European approaches to public governance. Principles of good governance, openness, transparency, accountability, participation and effectiveness. Transformation of public administration in the context of European integration.

Topic 2. Institutional System of the European Union and Youth Policy

The European Union as a system of supranational and intergovernmental governance. The European Commission, European Parliament, Council of the European Union and European Council. Court of Justice of the European Union, European Central Bank, European Court of Auditors and other EU institutions and bodies. Distribution of competences between the EU and its Member States. Institutional interaction and decision-making within the EU. EU institutional mechanisms relevant to

youth policy. The roles of EU institutions, national governments, local authorities, youth organisations and youth councils in shaping and implementing youth policy. Opportunities for young people to participate in European decision-making processes.

Topic 3. Multi-level Governance in the European Union: Youth Participation and Institutional Cooperation

The concept and principles of multi-level governance. Interaction between European, national, regional and local levels of public administration. Subsidiarity and proportionality. Vertical and horizontal coordination of public policies. Role of regions, municipalities and other public and non-public actors in EU governance. European territorial governance and place-based approaches. Multi-level governance in youth policy. Distribution of responsibilities for youth policy between EU institutions, national authorities and local self-government. Youth participation mechanisms at different governance levels, including youth councils, consultations, co-management arrangements and partnerships between public authorities and youth organisations.

Topic 4. European Administrative Space and Public Administration Reforms

Concept and development of the European Administrative Space. Common principles and standards of European public administration. Administrative capacity and institutional development. Professionalism, accountability, transparency and quality of public services. Public administration reforms in EU Member States and candidate countries. Europeanisation of public administration.

Topic 5. European Governance, Democracy, Citizen Participation and Youth Engagement

Democratic governance in the European Union. European principles of participation and deliberative democracy. Transparency and access to public information. Consultation mechanisms and stakeholder engagement. Digital democracy and e-government in the EU. Role of civil society, citizens and interest groups in European governance. Youth participation as a component of democratic governance. European approaches to youth engagement, youth representation and co-creation of public policies. The EU Youth Strategy and the EU Youth Dialogue as frameworks for youth participation. Assessment of mechanisms for involving young people in policy design, implementation and evaluation.

Topic 6. EU Policies, Programmes and Instruments of Public Governance

The main areas of EU public policy and their governance mechanisms. Common policies and horizontal EU policies. Policy coordination and implementation mechanisms. European strategies, programmes and instruments for regional and local development. The role of evidence, indicators and evaluation in EU policy implementation. The EU Youth Strategy and relevant instruments supporting youth participation, education, employment and civic engagement. The Erasmus+ and European Solidarity Corps programmes as instruments for implementing youth policy. The project cycle in EU-funded initiatives: problem identification, objective setting, stakeholder analysis, work planning, budgeting, risk management, monitoring and evaluation.

Topic 7. European Regional and Local Governance: Youth Policy at the Local Level

Organisation of regional and local governance in the European Union. Decentralisation and local autonomy. European regional policy and cohesion policy. Territorial development and interregional cooperation. European instruments for reducing territorial disparities. Governance of cities and regions in the context of sustainable and inclusive development. The role of local authorities in developing and implementing youth policy. Youth councils, youth centres and youth organisations as partners in local governance. Participatory planning, local youth strategies and youth-oriented public services. Development and evaluation of local initiatives addressing the needs of young people, including young people in vulnerable situations and young people affected by displacement.

Topic 8. Public Administration in EU Member States and Candidate Countries

Comparative approaches to public administration in EU Member States. Administrative traditions and models. Central, regional and local administration. Institutional capacity and quality of governance. Public administration reforms in candidate countries. Lessons from the European experience for Ukraine.

Topic 9. EU Integration of Ukraine: Institutional, Administrative and Euro-Atlantic Dimensions

European integration as a strategic direction of Ukraine's development. Institutional framework of EU–Ukraine relations. Approximation of Ukrainian public administration to European principles and standards. Public administration reform in the context of EU accession. Institutional capacity for implementation of European integration policies. Challenges and opportunities of Ukraine's accession to the European Union. The European and Euro-Atlantic dimensions of Ukraine's integration. Cooperation with the European Union and NATO in strengthening democratic institutions, public sector capacity and security. Implications of European and Euro-Atlantic integration for public administration reform, interinstitutional coordination and youth policy development in Ukraine.

Topic 10. European Standards of Public Governance, Project Management and Management Decisions

European principles and standards for public decision-making. Evidence-informed policy and administrative decision-making. Assessment of political, social, economic and environmental consequences of management decisions. Risk and uncertainty in public governance. Balancing European integration objectives with legal, institutional, financial and resource constraints. Application of European experience to the development of public administration in Ukraine. Project management in the public sector: project objectives, expected outputs and outcomes, stakeholder engagement, resource allocation, implementation schedules, risk management and performance indicators. Team-based development of proposals for adapting European governance practices to Ukraine. Integration of European and Euro-Atlantic priorities into management decisions, including decisions concerning youth policy.

Topic 11. European Cooperation and Governance Networks: Partnerships in Youth Policy

Networks and partnerships in European governance. Cooperation between public authorities, civil society, business, academia and other stakeholders. Cross-border, transnational and interregional cooperation. European territorial cooperation programmes. Public-private and public-civic partnerships. Network-based approaches to solving complex public problems. European cooperation networks in youth policy. Partnerships between local authorities, youth councils, youth centres, youth organisations, educational institutions and international partners. Youth participation in cross-border and transnational cooperation. Joint initiatives, exchange of practices and collaborative project development. Distribution of roles, responsibilities and resources within interinstitutional partnerships.

Topic 12. Future of European Governance and Public Administration: Youth, Security and Institutional Resilience

Contemporary challenges to European governance: digital transformation, demographic change, security threats, migration, climate change and geopolitical transformations. Resilience and adaptive capacity of public institutions. Innovation in public administration. Future models of European governance. Prospects for Ukraine's integration into the European administrative and governance space. The role of young people in shaping future European governance. Youth participation in addressing demographic change, digital transformation, social inclusion and security challenges. European and Euro-Atlantic cooperation in responding to emerging threats. Adaptive governance, institutional resilience and the development of public policies that reflect the needs and interests of younger generations.

9. Individual assignments

Topic: Comparative Analysis and Project-Based Adaptation of European Governance Practices in Ukraine

Task: Students work in teams of 3-4 to select a public governance practice or administrative mechanism implemented in an EU Member State. The selected case may concern general public administration, regional or local governance, or youth policy.

Each team shall:

1. Describe the institutional and functional framework of the selected practice and identify the main governance actors.
2. Analyse coordination mechanisms, stakeholder engagement and opportunities for youth

participation, where relevant.

3. Identify the European principles and standards underlying the practice.
4. Assess the possibilities, limitations and risks of adapting the practice to the Ukrainian public administration context.
5. Develop a project proposal for its adaptation or implementation in Ukraine, specifying the problem, objectives, activities, target groups, responsibilities, implementation schedule, resources and expected results.
6. Define performance indicators and propose monitoring and evaluation arrangements.
7. Explain how the proposal relates to Ukraine's European integration and, where relevant, its Euro-Atlantic cooperation priorities.

Deliverables: A comparative analytical report and project proposal (5-7 pages per team) and a 7-10 minute presentation in English. Each team member must have a clearly defined role and demonstrate an individual contribution.

Assessment criteria: Quality of comparative analysis; application of European governance principles; feasibility of the proposed project; quality of planning and risk assessment; relevance of performance indicators; teamwork and individual contribution; clarity of presentation and professional English communication.

10. Self-study

Independent work involves studying educational and scholarly literature, regulatory and legal acts, information resources, and supplementary materials related to the subject matter of the educational component; deepening and systematising theoretical knowledge; preparing for practical classes as well as ongoing assessments; and completing individual assignments, preparing analytical materials, and resolving practical scenarios in accordance with the course content.

The results of independent work are evaluated as part of the ongoing and final assessment processes, in accordance with the grading criteria specified in the syllabus.

11. General requirements

The educational process is governed by the academic regulations of LNTU. Students are required to read the requirements set out in the LNTU Code of Academic Integrity and the LNTU Policy on the Ethical Use of Artificial Intelligence, and to adhere to the principles of academic integrity and the ethical use of artificial intelligence in their educational activities.

Academic integrity. Participants of the educational process must comply with the Law of Ukraine “On Academic Integrity” of 18.12.2025 No. 4742-IX and the internal regulations of LNTU. Academic plagiarism, fabrication, falsification, misappropriation of authorship, non-independent completion of assignments, as well as dishonest use of results generated by artificial intelligence are not allowed.

Use of artificial intelligence. Artificial intelligence tools may be used to search for ideas, explain methods, provide preliminary structuring, language editing and auxiliary analysis of non-confidential data, unless a specific assignment requires fully independent work. Students must indicate the tool used, the purpose and the stage of its use, check facts and calculations, and justify their conclusions independently.

12. References

I. Teaching and methodological materials

Works by the syllabus author:

1. The set of educational and methodological materials for the course "Public Administration and Governance within European Union" is available on the official LNTU E-Learning Portal (based on the Moodle platform) at the following URL: https://mdl.lntu.edu.ua/course/view.php?id=10028

II. Scientific works

Works by the syllabus author:

2. Ковальчук Н. В., Войчук М. В., Абрамова І. О. Методи дослідження розвитку людського капіталу молоді в контексті європейської інтеграції. 2025. URL: https://repository.lntu.edu.ua/handle/123456789/4153

3. Voichuk M.V., Mishchuk M.O. EUROPEAN STANDARDS FOR CIVIL SOCIETY PARTICIPATION IN THE IMPLEMENTATION OF YOUTH POLICY. Актуальні питання у сучасній науці, (11(41)). - с. 90-98

4. Войчук, М. В., & Словік, Х. О. (2025). Консультативно-дорадчі органи як інструмент забезпечення громадської співучасті в управлінні громадою: оцінка ефективності та шляхи оптимізації. Національні інтереси України, (11(16)). - с. 1075-1082

5. Войчук М.В. Розвиток людського капіталу молоді в контексті європейської інтеграції: напрямки вдосконалення публічної політики// Актуальні проблеми економіки. - 2025.- № 10 (292). – с. 24-33

6. Voichuk M., Tsymbaliuk I. METHODOLOGICAL TOOLKIT FOR RESEARCHING HUMAN CAPITAL DEVELOPMENT IN THE PUBLIC MANAGEMENT SYSTEM. Bulletin National University of Water and Environmental Engineering. Series "Economic Sciences". 2026. Vol. 2, no. 114. P. 23–33

Works by other authors:

7. Barca, F. (2009). An Agenda for a Reformed Cohesion Policy: A Place-Based Approach to Meeting European Union Challenges and Expectations. European Commission.

8. Bovaird, T., & Löffler, E. (Eds.). (2009). Public Management and Governance (2nd ed.). Routledge.

9. Hooghe, L., & Marks, G. (2001). Multi-Level Governance and European Integration. Rowman & Littlefield.

10. Hix, S., & Høyland, B. (2022). The Political System of the European Union (4th ed.). Palgrave Macmillan.

11. Hood, C. (1991). A public management for all seasons? Public Administration, 69(1), 3–19. https://doi.org/10.1111/j.1467-9299.1991.tb00779.x

12. Kuhlmann, S., & Wollmann, H. (2014). Introduction to Comparative Public Administration: Administrative Systems and Reforms in Europe (2nd ed.). Edward Elgar Publishing.

13. Osborne, S. P. (Ed.). (2010). The New Public Governance? Emerging Perspectives on the Theory and Practice of Public Governance. Routledge.

14. Pollitt, C., & Bouckaert, G. (2017). Public Management Reform: A Comparative Analysis – Into the Age of Austerity (4th ed.). Oxford University Press.

15. Sørensen, E., & Torfing, J. (Eds.). (2007). Theories of Democratic Network Governance. Palgrave Macmillan.

16. Torfing, J., Peters, B. G., Pierre, J., & Sørensen, E. (2012). Interactive Governance: Advancing the Paradigm. Oxford University Press. https://doi.org/10.1093/acprof:oso/9780199596751.001.0001.

17. Tõnurist, P., & Orlik, J. (2025). Towards Anticipatory Governance Guidelines for Public Sector Organisations. OECD Working Papers on Public Governance, No. 82. OECD Publishing. https://doi.org/10.1787/a5203d0b-en.

III. Information resources

18. Council of Europe. (1985). European Charter of Local Self-Government. European Treaty Series No. 122.

19. European Commission. (2021). Better Regulation Guidelines. SWD(2021) 305 final. Brussels: European Commission.

20. European Commission. (2021). Better Regulation Toolbox. Brussels: European Commission.

21. European Commission. (2023). Enhancing the European Administrative Space (ComPAct). COM(2023) 667 final.

22. European Commission. (2025). 2025 Strategic Foresight Report: Resilience 2.0 – Empowering the

EU to Thrive amid Turbulence and Uncertainty. Brussels: European Commission.

23. European Commission. (2025). Ukraine Report 2025. Brussels: European Commission.

24. European Commission. (2026). Ukraine’s Path towards EU Accession. Brussels: European Commission.

25. European Parliament and Council of the European Union. (2016). Regulation (EU) 2016/679 of 27 April 2016 on the protection of natural persons with regard to the processing of personal data (General Data Protection Regulation). Official Journal of the European Union, L 119.

26. European Parliament and Council of the European Union. (2021). Regulation (EU) 2021/1059 of 24 June 2021 on specific provisions for the European territorial cooperation goal (Interreg) supported by the European Regional Development Fund and external financing instruments. Official Journal of the European Union, L 231.

27. European Parliament and Council of the European Union. (2021). Regulation (EU) 2021/1060 of 24 June 2021 laying down common provisions on the European Regional Development Fund, the European Social Fund Plus, the Cohesion Fund, the Just Transition Fund and other funds. Official Journal of the European Union, L 231, 159–706.

28. European Union. (2012). Consolidated Version of the Treaty on European Union. Official Journal of the European Union, C 326.

29. European Union. (2012). Consolidated Version of the Treaty on the Functioning of the European Union. Official Journal of the European Union, C 326.

30. OECD. (2020). Innovative Citizen Participation and New Democratic Institutions: Catching the Deliberative Wave. OECD Publishing. https://doi.org/10.1787/339306da-en

31. OECD. (2020). Policy Framework on Sound Public Governance: Baseline Features of Governments that Work Well. OECD Publishing.

32. OECD. (2022). OECD Guidelines for Citizen Participation Processes. OECD Publishing. https://doi.org/10.1787/f765caf6-en

33. OECD. (2022). Regional Governance in OECD Countries: Trends, Typology and Tools. OECD Multi-level Governance Studies. OECD Publishing. https://doi.org/10.1787/4d7c6483-en.

34. OECD. (2023). The Principles of Public Administration. OECD Publishing. https://doi.org/10.1787/7f5ec453-en.

35. OECD. (2024). Digital Public Infrastructure for Digital Governments. OECD Public Governance Policy Papers, No. 68. OECD Publishing. https://doi.org/10.1787/ff525dc8-en.

36. OECD. (2024). Enabling Digital Innovation in Government: The OECD GovTech Policy Framework. OECD Publishing. https://doi.org/10.1787/a51eb9b2-en.

37. OECD. (2024). Global Trends in Government Innovation 2024: Fostering Human-Centred Public Services. OECD Publishing. https://doi.org/10.1787/c1bc19c3-en.

38. OECD. (2025). Government at a Glance 2025. OECD Publishing. https://doi.org/10.1787/0efd0bcd-en.

39. OECD. (2025). Place-Based Policies for the Future. OECD Regional Development Studies. OECD Publishing. https://doi.org/10.1787/e5ff6716-en.

40. OECD. (2026). Public Governance Review of Ukraine. OECD Public Governance Reviews. OECD Publishing, Paris. https://doi.org/10.1787/7810f059-en.

41. Olsen, J. P. (2003). Towards a European administrative space? Journal of European Public Policy, 10(4), 506–531. https://doi.org/10.1080/1350176032000101244.

42. Council of the European Union. (2026). EU and Ukraine Open First Accession Negotiations Cluster. Brussels, 15 June 2026.

43. Council of the European Union. (2026). Enlargement: EU Opens Accession Negotiations with Ukraine on External Relations Policies. Brussels, 14 July 2026.

44. European Union. (2014). Association Agreement between the European Union and its Member States, of the one part, and Ukraine, of the other part. Official Journal of the European Union, L 161.

45. European Union. (2026). Council Decision (EU) 2026/618 of 16 March 2026 on the position to be taken on behalf of the European Union in the Association Council established by the Association Agreement between the European Union and its Member States, of the one part, and Ukraine, of the other part, as regards the establishment of a Sub-Committee on Public Administration Reform and the endorsement of a Joint Consultative Committee. Official Journal of the European Union.

46. European Committee of the Regions. (2023). European Territorial Cooperation and Interreg. Brussels: European Union.