

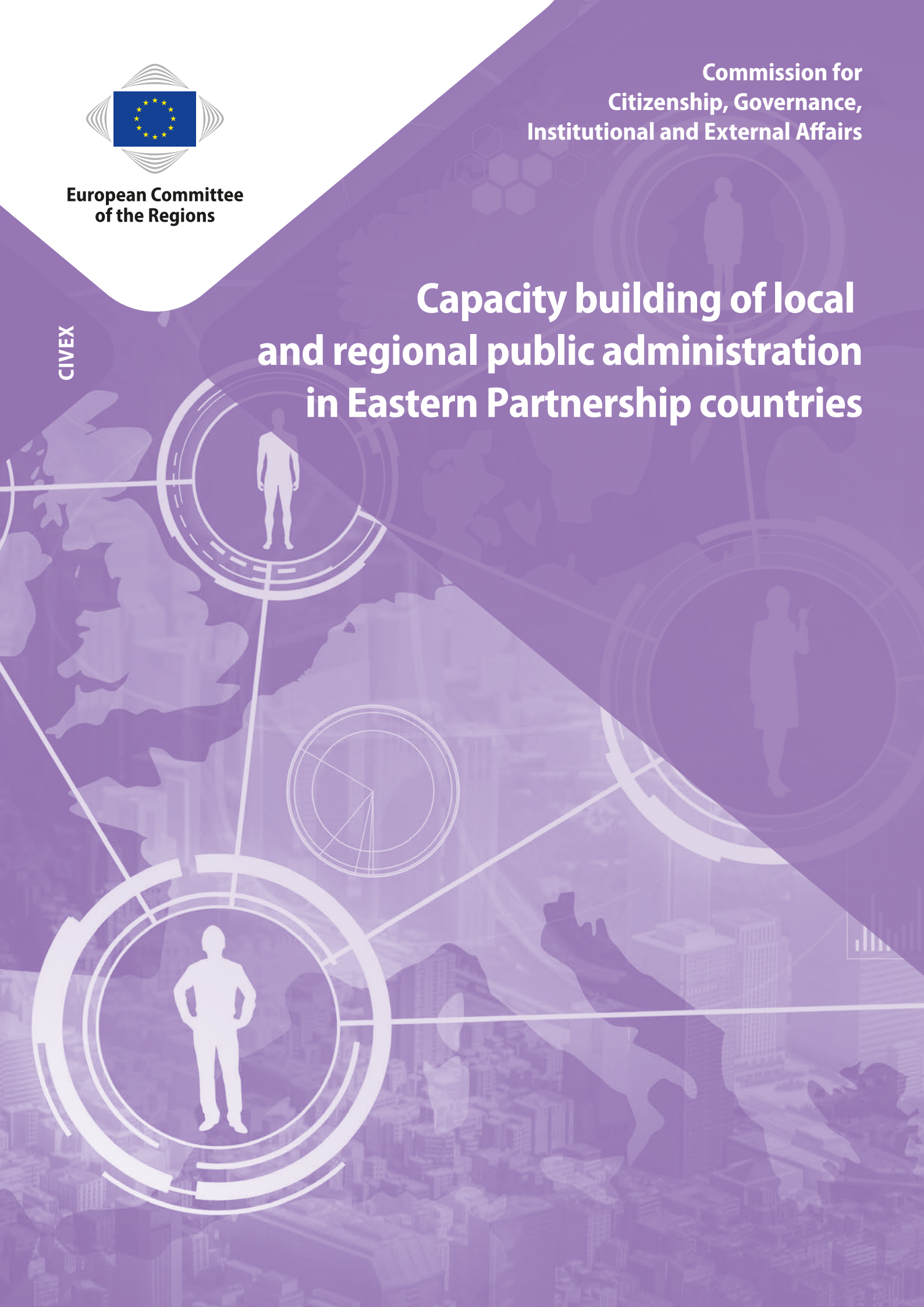


**European Committee
of the Regions**

**Commission for
Citizenship, Governance,
Institutional and External Affairs**

CIVEX

Capacity building of local and regional public administration in Eastern Partnership countries



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1.Introduction

This file note was prepared as a part of a project *Capacity Building of Local and Regional Public Administration in Eastern Partnership* commissioned by the European Committee of the Regions (CoR) under the specific contract No CDR 8968, implementing Framework contract CDR/TL1/11/2018/1.

The main aim of the contract is a preparation of an overview of capacity building programmes and technical assistance currently offered to local and regional authorities (LRAs) in the Eastern Partnership countries: Armenia, Azerbaijan, Belarus, Georgia, Republic of Moldova, and Ukraine.

The note is structured as follows: Chapter 2 provides an analysis of the state-of-art in terms of the capacity building programmes and projects currently available in each of the EaP countries, with a detailed list of the opportunities identified available in the Annex. Chapter 3 includes an overview of major gaps and bottlenecks and Chapter 4 – suggested solutions for addressing them. Specifically, we list ways through which the European Union could support capacity building of LRAs in the six EaP countries. Finally, we offer suggestions of curricula and training models that could be implemented in the region under investigation.

2. Capacity building programmes

Apart for country-specific projects and programmes, representatives of LRAs from the EaP region can benefit from opportunities opened to all six countries. Polish School of Public Administration (KSAP) within the Eastern Partnership Academy of Public Administration (EPAPA) provides courses for civil servants on public-private partnership, social communication, public sector economics, management in public administration (including project management) and European integration, among others.¹ Training programmes and study visits are also organized by the Estonian Center of Eastern Partnership (ECEAP)² and young professionals from Belarus, Georgia, Moldova, and Ukraine can apply for participation in the Swedish Institute's Summer Academy for Young Professionals (SAYP).³ Moreover, some smaller and less regular training opportunities (opened to but not directed at EaP countries) are also offered by the Hague Academy for Local Governance.⁴

2.1 Armenia

Persons planning to gain competences in local self-government may seek training at the national Public Administration Academy (PAARA), which offers masters, post-graduate and PhD studies, as well as non-degree training courses. In addition to attending dedicated educational programme on public administration and local self-government, students of the Academy may benefit from exchange programmes, which open access to external learning opportunities on the subject. This includes Erasmus+ programme available both to students and teachers.⁵

There are only few other local capacity building mechanisms dedicated to LRAs. State-run Armenian Territorial Development Fund (ATDF) provides training in financial management, budgeting, taxation and property management to local communities' leaders, although its focus is predominantly on developing infrastructure in provinces.⁶ Many ATDF's projects have received funding from Swiss Agency for Development and Cooperation (SDC), European Bank for Reconstruction and Development (EBRD), United States Agency for

¹ <https://ksap.gov.pl/ksap/programy-i-projekty/akademia-administracji-publicznej-partnerstwa-wschodniego> and <https://www.polskapomoc.gov.pl/Eastern.Partnership.Academy.of.Public.Administration.1942.html>

² <https://ecep.eu/activities/training-programs-study-visits/>

³ <https://si.se/en/apply/about-sayp/>

⁴ <https://thehagueacademy.com>

⁵ Erasmus+ funds were instrumental in modernising Public Administration Academy's library. See: <https://inss-projects.eu/amb/>. In the period 2015-2017, 1,300 students and academic staff from Armenia have studied or taught in Europe as part of the Erasmus+ programme. Source:

https://ec.europa.eu/neighbourhood-enlargement/neighbourhood/countries/armenia_en.

⁶ More details: <http://www.atdf.am/en/Home>

International Development (USAID) and Asian Development Bank (ADB). Other local opportunities include trainings and workshops provided by local non-governmental organisations (NGOs), and local branches of international NGOs to regional authorities on specific issues, such as protection of rights of women and other groups at risks, promoting transparency, or fighting corruption. Armenian NGO Urban Foundation has frequently acted as subcontractor of external donors and conducted training programmes to local government bodies.⁷

External donors play a central role in funding and organising capacity-building projects in Armenia's regions. United Nations Development Programme (UNDP), SDC, USAID, German Development Cooperation (GIZ) and Council of Europe (CoE) support the territorial-administrative reform, which merges small municipalities into larger units, with an aim of reducing expenditure on local administration and improving the quality of infrastructure and public services.⁸ Austria has funded a project, developed in the context of the CoE Action Plan for Armenia 2019-2022, which aims to strengthen local institutions and increase accountability of local authorities, including by improving their capacity.⁹

The EU has consistently supported decentralisation reform in Armenia on the political level and financially. The EU has supported improvement of civil service system via direct budget support (within the framework of European Neighbourhood Instrument, ENI), Technical Assistance and Information Exchange instrument (TAIEX) instrument, as well as through SIGMA expert team (a joint initiative of the EU and the OECD), the 'Support to Civil Service Reform in Armenia' project. In addition, the EU has initiated the Eastern Partnership Panel on Public Administration Reform and funds Mayors for Economic Growth Initiative, which aims to help mayors and municipalities of EaP countries, including Armenia, to become active facilitators for economic growth and job creation at the local level.¹⁰

2.2 Azerbaijan

In the past years, Azerbaijani civil servants were, to some extent, participating in several international programmes focused on capacity building, including (on top of those offered by EPAPA): USAID-supported community development projects (focused on enhancing local communities, authorities and women's participation

⁷ <http://ento.org/membre/urban-foundation-sustainable-development/>

⁸ <https://www.giz.de/en/worldwide/20315.html>

⁹ <https://www.entwicklung.at/projekte/detail/project/show/democratic-development-decentralisation-and-good-governance-in-armenia/>

¹⁰ <http://www.m4eg.eu/en/about-m4eg/>

in the decision-making process);¹¹ Eurasia Partnership-led programmes on local governance and environmental issues;¹² the EU's Twinning project during the reform of the State Examination Center of the Republic of Azerbaijan, as well as two-year projects on improving the quality, transparency and efficiency of the delivery of public services in Azerbaijan.¹³ Yet, since 2015 Azerbaijan has been withdrawing from cross-border cooperation programmes, including Black Sea Basin Programme.¹⁴

Due to Baku's unsatisfactory track record in terms of human rights protection as well as adoption of legal restrictions on NGOs, the EU has decided to limit funding available to Azerbaijan.¹⁵ In case of LRAs, this decision resulted in limiting such activities to the economic development assistance.

Currently, Azerbaijani civil servants are rarely eligible for the capacity building EU-funded programmes (except for EPAPA). Nevertheless, the worsening economic situation in the country¹⁶ prompted Baku to seek rapprochement with the EU. One of the new Partnership Priorities signed in 2018 is strengthening institutions and good governance, including public administration reform and capacity building in combating crime and terrorism. Fighting corruption is among them, despite Baku's decision one year earlier to withdraw in from the Extractive Industries Transparency Initiative, a platform designed for promotion good governance and transparency in resources-rich countries.¹⁷ At the same time, programmes aiming at regional and rural development seem to continue to enjoy support from the central government.

2.3 Belarus

Education and training for civil servants in Belarus are provided at the Academy of Public Administration under the aegis of the President of the Republic of Belarus. The Academy runs undergraduate and postgraduate programmes, non-degree programmes and short-term courses. Because civil servants must upgrade their education in order to get promoted, they enrol to BA/MA degrees or non-degree programmes on a massive scale. In the majority of cases they are

¹¹ <https://www.usaid.gov/azerbaijan/democracy-human-rights-and-governance>

¹² <http://epfound.az/local-governance-and-environment-program/>

¹³ https://eeas.europa.eu/delegations/azerbaijan/33454/support-asan-strengthening-data-analysis-and-small-business-development-initiative_th

¹⁴ <https://blacksea-cbc.net/black-sea-basin-2014-2020/jop/>

¹⁵ Expert interview and <http://www.europarl.europa.eu/news/en/press-room/20180628IPR06823/meps-list-conditions-for-new-eu-azerbaijan-deal>

¹⁶ https://www.researchgate.net/publication/326877039_Strengthening_EU-Azerbaijan_Bilateral_Relations_beyond_Energy_Sector

¹⁷ <https://freedomhouse.org/report/freedom-world/2018/azerbaijan>

completed via distant learning.¹⁸ Additionally, degrees in public administration can be obtained in other higher education institutions such as the Belarus State Economic University (economists) or the Belarus State University (lawyers). Curricula are generally tailored to serve the needs of highly-centralized system of power in the country.

Numerous attempts to increase the capacities of Belarusian civil servants have been made in the past by the EU and various countries, as well as international institutions and NGOs over the years. These included training programme by VNG International (the Netherlands)¹⁹, and the School of Managers of Public Administration (SYMPA, financed by SIDA)²⁰ to name just a few. However, all these efforts have been unwelcomed by the Belarusian authorities, who generally prohibit civil servants from participating in foreign funded capacity building programmes and courses. There are several exceptions, though. Attending seminars and workshops on grant writing and project management delivered by several NGOs²¹ became a widespread practice among officials at the local level.

Representatives of Belarusian government have also been attending courses offered by EPAPA (with 53 persons graduating between 2011-2018),²² although it is officials from the ministries rather than LRAs who were beneficiaries.

2.4 Georgia

The new government, formed in 2012, initiated the Public Administration Reform (PAR) with the support of EU and OECD/SIGMA in response to public demands and the signing of the EU-Georgia Association Agreement (AA). The PAR is one of the three ‘focal sectors of EU cooperation in Georgia’, representing 25% of the current cooperation framework²³ and focusing on strengthening capacity of LRAs as one of its main priorities.²⁴

Currently, there are several training programmes for both operating and future civil servants in LRAs. Persons that are already part of Georgia’s local administration can improve their skills either by i) attending modernisation programmes funded by international organisations, NGOs, political foundations

¹⁸ <https://www.pac.by/students/listener/>

¹⁹ Both implemented in the late 2000s, now web links available.

²⁰ <http://www.sympa-by.eu/ru/school/about.html>

²¹ Lev Sapieha Foundation (www.sapieha.org), New Eurasia Foundation (www.eurasia.by) and Enterakcyja Foundation (www.eu-belarus.net) can be specially mentioned here.

²² <https://www.polskapomoc.gov.pl/Eastern.Partnership.Academy.of.Public.Administration.1942.html>

²³ https://eeas.europa.eu/delegations/georgia/13422/eu-launches-gel-75-million-eur-30-million-programme-to-assist-georgia-reform-its-public-administration_en

²⁴ [http://gov.ge/files/425_49309_322150_15.07.21-PublicAdministrationReformRoadmap2020\(Final\)\(1\).pdf](http://gov.ge/files/425_49309_322150_15.07.21-PublicAdministrationReformRoadmap2020(Final)(1).pdf)

and consultancies or by ii) joining BA, MA and PhD programmes offered by the Georgian Institute of Public Administration (GIPA), Caucasus University (CU), Grigol Robakidze University (GRU), and Ivane Javakhishvili Tbilisi State University (TSU). Similarly, young people aspiring to work in public administration can join certification programme provided at GIPA or alternatively apply for BA-level studies at the above mentioned universities. In addition, TSU and GRU offer dual degrees in cooperation with foreign universities in France and Germany with shared curriculum in English, while GIPA and CU enable their students to participate in exchange programmes with various European universities through the ERASMUS+ grants.

Numerous opportunities are extended by the Civil Service Bureau (mostly for local public servants) and various foundations and NGOs (predominantly for elected members of LRAs).²⁵ Additionally, Municipal Development Fund (MDF), Rondeli Foundation and NALAG have been implementing training programmes for LRAs with support of the Swedish International Development Cooperation Agency (SIDA), Swiss Development Cooperation (SDC), the WB and the EU. Moreover, the government of Georgia has collaborated with UNDP and the EU on several modernisation programmes for capacity building of LRAs within the framework of the Public Administration Reform, supported by the United Kingdom's Department for International Development (DFID) and SIDA.

Regarding two breakaway²⁶ administration-territorial units, i.e. the Autonomous Republic of Abkhazia and the territory of former South Ossetia autonomous district, the country is not able to exercise its legal power over them until the sovereignty of the territories is fully restored.²⁷ Therefore, none of the public administration programmes that are targeting Georgia are implemented in those regions. However, the PAR Roadmap 2020²⁸ does mention several special programmes, mostly scholarships at universities, established to attract ethnic minorities from the two abovementioned territories to obtain training in Georgia for civil servant positions. Similarly, Russia has introduced quota for South Ossetian and Abkhazian students to pursue studies at Moscow's top universities.²⁹

²⁵ Expert interview.

²⁶ https://eeas.europa.eu/headquarters/headquarters-homepage/23634/eu-georgia-relations-factsheet_en

²⁷ <https://web.archive.org/web/20150710064058/https://president.gov.ge/ge/Georgia/TerritorialStructureAndGovernment>

²⁸ http://www.parliament.ge/files/292_901_909756_priority_en.pdf

²⁹ <https://www.uscpublicdiplomacy.org/sites/uscpublicdiplomacy.org/files/useruploads/u35361/2012%20Paper%207.pdf>

2.5 Moldova

Since 2006, the Moldovan government implemented reforms to strengthen the professional skills of public servants within the framework of the Public Administration Reform for 2016-2020, which aims at creating a sustainable and institutionalised system of civil servant trainings. In addition, a major part of capacity building programmes is implemented at the EU level, within multilateral frameworks.

Within the framework of the national public administration and decentralisation reforms, capacity building programmes focus on financial management, management control, and management of public fund. This topic is largely represented in capacity building programmes, as the inefficient financial decentralisation is one of the main challenges for Moldovan local governments. An important proportion of programmes focus on topics related to European affairs. The EPAPA, for instance, offers training courses for a better understanding of the European integration process to build capacity in the scope of the negotiations on association agreements with the European Union and general knowledge about European institutions. One programme funded by the European Commission³⁰ also aims at improving civil servants' motivation and increasing attractiveness of those positions. Some others³¹ target the issue of corruption in the public administration by offering courses on the topics of ethics, integrity of the civil servant, and anticorruption. Moreover, one entire MA degree programme proposed by the Academy of Public Administration is dedicated to anticorruption. Finally, some broader programmes pay particular attention to enhancing the accountability of public authorities to citizens, building a more inclusive governance, and improving the transparency of the public administration.

2.6 Ukraine

The international community firmly supports LRAs and allocates significant funds for successful implementation of the reforms throughout the country.³² For better coordination and transparent collaboration between the Ministry of

³⁰ *Support to the professional capacity development and motivation of the public administration employees in the Republic of Moldova.* <https://www.fcgs sweden.se/projects/support-to-the-professional-capacity-development-and-motivation-of-the-public-administration-employees-in-the-rep-of-moldova>

³¹ E.g. *Training module on ethics and integrity of civil servants*, implemented by the State Chancellery of Moldova. https://cancelaria.gov.md/sites/default/files/plan_de_actiuni_engleza_12.pdf

³² 13 countries (Austria, Canada, Denmark, Estonia, Germany, Norway, the Netherlands, Poland, Sweden, Switzerland, the United Kingdom, the United States of America, Japan) and numerous international organisations such as the Council of Europe, the EU, the UN, the OECD and the OSCE are actively engaged in financial support of decentralization and capacity building of Ukrainian LRAs.

Regional Development, Construction and Housing (the Ministry) and LRAs, on the one hand, and all donor agencies, embassies and international organisations, on the other hand, an online database³³ with detailed information on projects, budgets, beneficiaries and source of funding has been recently established. In addition, at the end of 2018 the Ministry prepared a matrix of results of decentralization,³⁴ which contains the most recent information on progress of the decentralization projects.

In total, there are 16 projects dedicated to the decentralization issue that offer technical support for Ukrainian LRAs. The largest one is the U-LEAD Programme funded by the European Union (total budget: EUR 102 million) and aimed at strengthening the capacity of key actors at national, regional, and local levels, including vertical and horizontal coordination and capacity building. The second largest project is DOBRE programme implemented by the Global Communities and funded by the USAID (total budget: USD 50 million). The main focus of this programme is on technical and financial assistance at the local level, stimulation of the local economy, and increasing citizens' engagement.

Aside from external projects and initiatives, a developed network of public academies exists in the country, all of which offer a wide range of degree and non-degree programmes for LRAs. The National Academy of Public Administration under the President of Ukraine is the main state higher education institution for the training of civil servants and officials of local self-governments.

LRAs from the uncontrolled territories of Ukraine, namely parts of Donetsk and Luhansk regions, as well as illegally annexed Crimean Peninsula, do not have access to capacity buildings programmes offered by international partners and Ukrainian public institutions. In Crimea, Russia actively promotes its own approach to public administration by conducting seminars and workshops as well as organizing study visits and exchange programmes for Crimean civil servants.³⁵ In the uncontrolled territories of the Donetsk region, a number of seminars not only for LRAs, but also other groups of stakeholders, are initiated by so-called social movement 'Donetsk Republic', which is directly financed by former deputies of Ukrainian Party of Regions and Russian authorities.³⁶

³³ Available at <https://decentralization.gov.ua/>

³⁴ Available at https://donors.decentralization.gov.ua/donors_reports/all

³⁵ As an example see: https://www.1tv.ru/news/2014-03-07/45399-delegatsiya_kryma_v_moskve_vstretilas_s_predstaviteleyami_gosdumy_i_soveta_federatsii and <http://krymgosarchiv.ru/1141-respublikanskij-seminar-dlya-ispolnitelnykh-organov-gosudarstvennoj-vlasti>

³⁶ <https://glavred.info/economics/432580-sbu-nakryla-shemu-finansirovaniya-dnr-k-kotoroy-prichasten-chinovnik-vremen-yanukovicha.html>

3. Existing gaps and bottlenecks

3.1 Armenia

The system of government in Armenia is centralised. Despite some limited reforms in recent years, and the ratification of the European Charter on Local Self Government, there is no clear definition of local authorities' competences and delegated powers, and most local services are managed by the central government.³⁷ Decentralisation has been named one of the new government's priorities for current term in office, however, the plan of LRA reform seems to be in very early stages of preparation.³⁸

Administrative-territorial system of Armenia is excessively fragmented, with community status given to hundreds of very small communities incapable of maintaining their infrastructure and provide even basic services.³⁹ In 2013, Armenia has initiated a territorial-administrative reform, aiming to reduce the number of communities from 915 to 120-140 by merging small units into larger ones.⁴⁰ The rationale was to reduce administrative costs. It remains to be seen whether the new government will continue the reform and go further down from the current 502 units.⁴¹

Communities have little legislative or fiscal autonomy. The limited powers they have are difficult to exercise, given the scarcity of funds. In 2017, their expenditure amounted to only 8.2% of total budget spending, a much smaller proportion compared to the EU average. Also, the share of local government revenue as a percentage of GDP remains low at 2.2%.⁴² Municipalities have no access to the loan capital market. Consequently, smaller municipalities barely manage to cover their administrative expenses.

LRAs have not been immune to Armenia's notorious problems of corruption and clientelism, which have plagued all branches of Armenia's government and

³⁷ Each community consists of one or more settlements. For an overview of Armenian system of territorial governance see: <https://portal.cor.europa.eu/divisionpowers/countries/EasternPartnershipcountries/Armenia/Pages/default.aspx>, and <https://www.oecd.org/regional/regional-policy/profile-Armenia.pdf>

³⁸ See: Никол Пашинян: Децентрализация власти станет одним из приоритетов в деятельности правительства Армении в течение предстоящих пяти лет, https://arminfo.info/full_news.php?id=39097&lang=2

³⁹ In 2016 half of Armenia's municipalities had fewer than 1000 inhabitants.

⁴⁰ See: Карен Бакоян: После завершения процесса укрупнения в Армении останется 120-140 общин, <https://www.panorama.am/>

⁴¹ In July 2018, Prime Minister Nikol Pashinyan suggested that the TARA reform could restart in one or two years. Probably, he meant that there was a need for evaluation of results achieved thus far. <https://news.am/rus/news/460137.html>

⁴² Own calculation based on Statistical yearbook of Armenia (2018), available at <https://www.armstat.am/en/?nid=586&year=2018>

economy. In 2018, Armenia ranked 105 out of 180 on Transparency International's Corruption Perception Index.⁴³ The new government has pledged to fight corruption and implement democratic reforms. Despite political breakthrough in 2018, old oligarchic networks (and their practices) remain entrenched in public institutions and economy and are likely to undermine attempts to overhaul the state.

Lack of transparency and inefficiency of public bodies have translated into minimal trust of the public in any institution other than one's own family. Very low levels of social capital reduce people's involvement and interest in public affairs on local and national levels.⁴⁴ There is little understanding among the public as to potential benefits of effective local self-government and decentralisation.

Women are extremely underrepresented in local self-government bodies. As a result of municipal elections held in November 2017, only 7 women became majors in 502 communities (less than 1,5%). Out of 983 candidates for members of the municipal councils, only 49 were female. Moreover, salaries in local public administration are low, making it difficult to recruit well-educated professionals. Civil servants are reluctant to relocate to provinces. Recruitment in local administration is often not transparent and depends on personal contacts and informal ties.

The decision of Armenia to withdraw from concluding Association Agreement and Deep and Comprehensive Free Trade Agreement (DCFTA) with the European Union in 2014, and to join the Russia-led customs union, reduced the interest of external donors and other actors in supporting democratic reforms in Armenia. As a result, there are fewer funding opportunities for capacity building programmes directed at Armenian LRA.

3.2 Azerbaijan

Azerbaijan's local governance one-tier system is highly centralised. Municipal governments' (elected by the citizens) activities are legally controlled by the local executive authorities – LEAs (appointed and dismissed by the president, and obliged to carry out his decisions), subdued in turn to the heads of the latter.⁴⁵ State's and self-governance's competences are overlapping each other, hence

⁴³ <https://www.transparency.org/country/ARM>

⁴⁴ According to Caucasus Barometer, in 2017, 22% of respondents said they fully distrust local government, and 18% 'rather distrust'. This is still a better score than the ones belonging to central authorities and political parties. See: <https://caucasusbarometer.org/en/cb2017am/TRULOOG/>

⁴⁵ http://www.azerbaijan.az/portal/General/Constitution/doc/constitution_a.pdf.

limiting local governments' role to the implementation of the centrally taken decisions while discouraging any kind of civil engagement. Furthermore, municipalities' main source of funding are service fees. Yet, in the richer regions and bigger cities the most profitable services are provided by the state agencies; in the poorer areas, where paid services are difficult to introduce, those responsibilities lay on the municipalities.⁴⁶

Municipalities' powerlessness and high corruption perception indicator is reflected by distrust towards local government (trusted only by 39% Azerbaijanis), low voters turnout in local elections – 38.9% in 2014.⁴⁷ While the reform in 2016 shifted the responsibility of implementing social and economic development programmes to municipalities, no serious changes, especially regarding limited funding, were introduced. Hence public administration reform and Civil Service Law review constitutes one of the priority of EU/OECD-Azerbaijan cooperation within the SIGMA framework.⁴⁸ Several initiatives, like Azerbaijan Anticorruption Academy (AZACA) or e-government (ASAN Service Center), address the gap in corruption fighting, however the real level of commitment to the good practices implementation remains even doubtful.⁴⁹

Dominance of the heads of the LEAs over municipalities and their simultaneous dependence on the central administration lead to devolution of professional education of civil servants. With some notable exceptions, programmes on public administration and civil services are crudely developed and considered not very prestigious, as centrally steered LEAs do not need professional managers or specialists. Especially in the richer regions, both LEAs and candidates to the local government are unofficially appointed by the Azerbaijani politicians, not always because of their high qualifications.⁵⁰ This dependence also allows the government officials and LEAs to limit the participation of the representatives of municipalities from the capacity building projects in order to use them as a leverage in negotiations with foreign donors (as was the case with the South Caucasus Integrated Border Management).⁵¹

Additionally, poor communication capabilities of both local and international stakeholders remain one of the weaknesses of the LRA-oriented programmes. Firstly, information on the projects is usually in English, while its knowledge in Azerbaijan is very low,⁵² thus significantly narrowing the potential recipients' scope. Finding information in Azerbaijani or Russian is usually demanding and

⁴⁶ <https://bakuresearchinstitute.org/disempowered-and-unfinanced-azerbaijani-municipalities/>

⁴⁷ http://www.msk.gov.az/uploads/belediyye-2014/Protokol/CEC_protocol_2014.pdf

⁴⁸ <http://www.sigmaweb.org/countries/azerbaijan-sigma.htm>

⁴⁹ Expert interview.

⁵⁰ Expert interview.

⁵¹ Expert interview.

⁵² <https://haqqin.az/news/138889>

time-consuming. Secondly, the possible Azerbaijani stakeholders' online information channels – websites and social media profiles – are usually of low quality: visually unattractive, with obsolete, not updated and poorly organised information.

Another challenge is the trust deficit towards international organizations.⁵³ One reason for this is state propaganda, with authorities reluctant towards NGOs and suspicious towards foreign funding and subverted to the narrative on EU-Azerbaijan relations. From the official Baku point of view, it should be “equal partners’ agreement”, thus value-driven project are, in such perspective, imposing cultural burden, which serves as justification to limit the cooperation to economic development when possible.⁵⁴

3.3 Belarus

Belarus is still highly centralized, with territorial entities (*oblast* and *rajon*) governed by the central administration. Educational and training system for civil servants is tailored to meet demands of this ‘presidential vertical’ system. For instance, local budgets are fully under control of the Ministry of Finance, so there is no need for qualified public finance specialists in every territorial entity.⁵⁵ If and when decentralization of budgets is implemented, it will reveal enormous lack of servants who are able to tackle financial issues of a city or a district.

What is on the top of the agenda of the government is the IT-sector, which opens a window of opportunity to implement electronic solutions in public sector. There is a special state programme ‘Electronic Belarus’ which prescribes development of e-government and e-services, and states that ‘a multi-layer capacity-building system will be created to increase IT competences of civil servants’ (Article 4.3⁵⁶). However, in reality, the overwhelming majority of civil servants is not prepared for a fast development of information technologies so the public administration system can hardly cope with growing demand for electronic services from the population. E-democracy is partially present in Belarus: all public bodies have their websites and citizens are able to communicate with them electronically.⁵⁷ Other important components like participatory budgets or electronic voting are absent. Smart-city concept is becoming more familiar to Belarusian authorities,

⁵³ <http://crrc-caucasus.blogspot.com/2014/04/trust-in-institutions-in-south-caucasus.html>

⁵⁴ <http://dergipark.gov.tr/download/article-file/383125>

⁵⁵ Expert interview.

⁵⁶ <http://e-gov.by/zakony-i-dokumenty/strategiya-razvitiya-informatizacii-v-respublike-belarus-na-2016-2022-gody>

⁵⁷ Complete list of websites can be found here: http://president.gov.by/ru/gosorgans_ru/

but no concrete steps have been undertaken to implement smart solution in city management so far.

Lack of civil society engagement is another obstacle to the development of an effective public administration. Public servants are not motivated in any way to communicate to citizens. This means that no communication departments exist and no specialists are properly prepared to do this kind of job. Instead, all public bodies must include ‘department of ideology’. These serves as an important pillar of the state propaganda system – one-way type of communication where employees of the department (‘ideologists’) transmit centrally-created messages to the population (for example during single communication day once a month). Ideologists are trained in the Public Administration Academy.⁵⁸

There is also very poor accountability of public administration in general and almost no orientation towards clients. This is especially important as the government declares that local economic development and attracting investment is its priority. When local or foreign investors approach LRAs, they can hardly expect any consultations or other type of assistance but rather will struggle with the lack of information and overcomplicated bureaucratic procedures.

3.4 Georgia

There is lack of clear division of competences between the central and local powers in the country. This opacity results in the central government interfering in the affairs of local self-governments.⁵⁹ Indeed, the PAR Roadmap lists political influence on civil servants as one of the more sensitive issues in Georgia.⁶⁰

Furthermore, according to the Civil Service Reform Concept Note,⁶¹ there are no clear standards for the mobility and promotion of civil servants. This generates uncertainty and may demotivate officials from participating in capacity building programmes. Moreover, the PAR Roadmap states that ‘the financial capacity of local authorities to generate their own resources and their discretion on the use of their finances’ remain at an insufficient level.⁶²

Instances of nepotism still occur on the local-government level, whereby acquaintance and kinship are used as criteria for awarding employment or

⁵⁸ <https://www.pac.by/intrant/listener/the-specialty-and-training-programs-listener/public-administration-and-ideology/>

⁵⁹ <https://portal.cor.europa.eu/divisionpowers/countries/EasternPartnershipcountries/Georgia/Pages/default.aspx>

⁶⁰ [http://gov.ge/files/425_49309_322150_15.07.21-PublicAdministrationReformRoadmap2020\(Final\)\(1\).pdf](http://gov.ge/files/425_49309_322150_15.07.21-PublicAdministrationReformRoadmap2020(Final)(1).pdf)
Confirmed during expert interviews.

⁶¹ Quoted in PAR Roadmap

[http://gov.ge/files/425_49309_322150_15.07.21-PublicAdministrationReformRoadmap2020\(Final\)\(1\).pdf](http://gov.ge/files/425_49309_322150_15.07.21-PublicAdministrationReformRoadmap2020(Final)(1).pdf)

⁶² [http://gov.ge/files/425_49309_322150_15.07.21-PublicAdministrationReformRoadmap2020\(Final\)\(1\).pdf](http://gov.ge/files/425_49309_322150_15.07.21-PublicAdministrationReformRoadmap2020(Final)(1).pdf)

participation in capacity building programmes.⁶³ Similarly, politicisation in the LRAs has not disappeared completely, with one interviewee stating that there had been no trainings conducted for the LRAs public servants and elected members in the Tkibuli Municipality (Imereti Region) since 2012 due to the Tkibuli Council's affiliation with the opposition party.⁶⁴

Another major challenge is lack of a dedicated institution providing training to civil servants⁶⁵ and absence of structured, permanent training schemes at the local level.⁶⁶ Information on programmes that are available is scattered, out-of-date and oftentimes not provided in Georgian language (much as the programmes themselves, which creates accessibility issues). Equally importantly, the number of programmes is insufficient to cover the needs of all those interested in improving their skills.

LRAs are moreover facing problems resulting from brain drain.⁶⁷ As the majority of the public administration programmes and trainings are offered in Tbilisi, students need to relocate to the capital to attain what is considered 'good education'. Many of them choose to stay in the city afterwards, leading to a lack of skilled public servants to fill the jobs in the local administration. As the majority of trainings for the already employed civil servants are conducted in Tbilisi as well, those who do work in LRAs outside of the capital face difficulties making time and arranging the logistics to attend them.⁶⁸

3.5 Moldova

First and foremost, according to the report *Public Administration and Local Governments Reforms in Eastern Partnership Countries*⁶⁹ (2017), the training programmes stipulated by existing Moldovan legislation are not fully implemented, and the mandatory number of training hours for each civil servant is not reached in practice.

In fact, the same report highlights serious knowledge gaps as regards existing legislation among civil servants in Moldova within the framework of decentralisation. The report *Key Features of Local Self-Government in Moldova* (2017) identifies a 'low level of awareness among local public administrative

⁶³ Expert interview.

⁶⁴ Expert interview.

⁶⁵ [http://gov.ge/files/425_49309_322150_15.07.21-PublicAdministrationReformRoadmap2020\(Final\)\(1\).pdf](http://gov.ge/files/425_49309_322150_15.07.21-PublicAdministrationReformRoadmap2020(Final)(1).pdf)

⁶⁶ Expert interview.

⁶⁷ Expert interview.

⁶⁸ Expert interview.

⁶⁹ https://pl.scribd.com/document/335755793/Policy-Paper-Public-Administration-Reform#download&from_embed

authorities and officials of their competences, as well as an inability to identify their proper competences from those that have been delegated by the state'.⁷⁰ Moreover, according to the same report, the central government still tends to infringe upon LRAs' responsibilities, especially upon budgetary management and the management of local public services. The reason is that civil servants of LRAs do not have the required professional capacities to conduct those tasks. Therefore, there is a lack of capacity building programmes to support the delegation of responsibilities to LRAs authorities. However, they alone could prove not enough, given that the law on the delegation of power to local administration is highly complex and not sufficiently clear, while financial resources are insufficient to support the LRAs' new competences.

Oftentimes, representatives of the Moldovan LRAs lack basic skills and professional qualifications.⁷¹ They have limited project management and team management skills and knowledge and find it difficult to delegate responsibilities. Moreover, they lack familiarity with the application procedures for the EU tenders and have little experience in cooperation with international partners. According to one interviewee, this is partly due to the fact that most LRAs do not possess good enough conduct of English. Participation in the EU programmes is further jeopardised by the fact that the process of public procurement is politicised, reducing the chances for civil servants who do not support the ruling party to get access to state aid or European funds via state institutions.

While corruption in public administration is a rampant issue in Moldova, very few programmes focus on this topic.⁷² To tackle this, the government has created a *Training module on ethics and integrity of civil servants* in 2017. Moreover, the civil servant wages rose in 2018, with the government increasing the remuneration of public officials in the LRAs by 50%,⁷³ from an average salary of MDL 6,135 to MDL 9,200 (approx. EUR 470 euros). This increase can play a role in decreasing corruption,⁷⁴ although relying solely on wage increases can be too costly.

⁷⁰ Key Features of Local Self-Government in Moldova, Igor Munteanu, IDIS "Viitorul", Moldova (2017) <http://viitorul.org/files/ineko/2018/MD%20Key%20Features%20of%20Local%20Self-Government%20in%20Moldova%20%281%29.pdf>

⁷¹ Expert interview.

⁷² Moldova: Overview of corruption and anti-corruption with a focus on the healthcare and procurement sectors, U4 Expert Answer (2017) <https://knowledgehub.transparency.org/helpdesk/moldova-overview-of-corruption-and-anti-corruption-with-a-focus-on-the-healthcare-and-procurement-sectors>

⁷³ <https://gov.md/en/content/salaries-local-public-administration-employees-increase-50-cent-moldova>

⁷⁴ Weihua An and Yesola, *Do higher government wages induce less corruption? Cross-country panel evidence*, Journal Policy Modeling 39(2017) 809–826 <https://reader.elsevier.com/reader/sd/pii/S0161893817300194?token=31BCA6F33E4EF383B7EC2BEFFB33739237BA4FE03F6B1703CD42B8C76CD5CA3BDBC564DA1BED564352F9BF04618466B2>

3.6 Ukraine

Despite efforts on part of the Ukrainian government towards community unification, fiscal, administrative, and political decentralization,⁷⁵ growing social and economic inequalities at the regional and local levels have had a negative impact on smooth implementation of the reform. In witness whereof, according to the Worldwide Governance Indicators, since 2014 Ukraine has lost 5% in Percentile Rank of Governance Effectiveness.⁷⁶

Despite the fact that a number of study programmes is offered by international organisations and foreign partners, public academies monopolized the training services for civil servants. The law on the state order for the training of specialists and staff qualification development, including the civil service, determines that only state and public education institutions can provide education and training services for civil servants.⁷⁷ As a result, a civil servant who wants to improve his/her qualifications is forced to select from among trainings offered by the public institutions as courses offered by foreign entities not officially recognized.

There is no system of identification of the needs of the civil servants in the country. The subjects of curricula provided by state and public institutions of postgraduate and higher education institutions, often do not meet even basic needs of the civil service.⁷⁸ Notably, civil servants from small local communities that became part of amalgamated territorial communities under the reform of 2014, complained that while the change brought upon numerous additional responsibilities (including healthcare facility management, land plot registration and allocation of housing subsidies), no additional trainings were provided to equip them with new management skills.⁷⁹ On the top of that, there is no proper and effective system for monitoring the quality of educational services in the field of advanced training of civil servants. Resultant low quality of curriculum demotivates potential attendees.

⁷⁵ Resolution No. 385 on Approval of the State Strategy of regional development for the period up to 2020, Cabinet of Ministers of Ukraine, Kyiv, 6 August 2014, available at <https://www.kmu.gov.ua/ua/npas/247566248>

⁷⁶ Worldwide Governance Indicators, 2017, available at <http://info.worldbank.org/governance/wgi/#reports>

⁷⁷ *Law on the State Order for the Training of Specialists, Scientific, Scientific-Pedagogical and Working Personnel*, Verkhovna Rada, No 2145-VIII, 05.09.2017, available at <https://zakon.rada.gov.ua/laws/show/5499-17>

⁷⁸ Results of monitoring of the perception of the progress of reforms, 2016, available at <http://reforms.in.ua/ua/news/idealnyy-derzhsluzhbovec-ochyma-ukrayinciv-mif-chy-realnist>

⁷⁹ Survey of training needs of self-government officials in amalgamated territorial communities: result of sociological research, Council of Europe, April 2017, available at <https://rm.coe.int/report-survey-training-needs-of-amalgamated-communities-representative/168072b8ec>

Lack of qualified personnel – a direct consequence of all the above mentioned problems – leads to ineffective use of the financial resources of LRAs and inability to effectively and efficiently use the funds available for local development.⁸⁰

⁸⁰ Sidorenko S. (2018), *Weakness of the extremely important reform: what the Council of Europe recommends to contribute to decentralization* [in Ukrainian], published in *Evropeiska pravda* <https://www.eurointegration.com.ua/articles/2018/02/26/7078039/>

4. Suggested Solutions

4.1 Armenia

The political breakthrough of 2018 has generated high expectations among the public to thoroughly reform the state.⁸¹ Although both the society and the new government will likely prioritize improving efficiency of central government institutions, it is important that the reformist momentum be used also to restructure LRAs.

Transparency and communication. To ensure public support for a reform of LRAs, it is important that the process of preparation and implementation of new solutions be transparent and inclusive. All reform processes should go hand in hand with anti-corruption measures to increase people's trust in institutions. Implementation of recommendations of EU/OECD-led SIGMA project could be instrumental in this respect.⁸² All these issues, to be implemented effectively, require capacity-building among LRAs representatives.

Administrative reform. Continuation of merger of small communities under the territorial-administrative reform seems to be indispensable to ensure elementary financial sustainability of the local self-government, especially in poorer regions. The concerns of small communities wary of their interests being neglected within larger structures could be assuaged by initiatives similar to a Switzerland's project 'Improvement of the local self-governance system Armenia.'⁸³ Other recommendations included in the 'Territorial and Administrative Reform in Armenia: Interim Report On Lessons Learned' prepared with the help of Germany, Switzerland and the U.S. should be implemented as well.⁸⁴ This process would require significant capacity-building support, in particular regarding such issues as: administrative reform, budgeting, change management, public consultation, feasibility and impact studies, etc.

Local budgets. Any reform in the direction of decentralization should be placed in the context of a comprehensive strategy of political and economic transition (e.g., increasing fiscal autonomy of the regions will be impossible without a general reform of the state budget, public finance and fiscal system). While rapid

⁸¹ See Wojciech Górecki, *Armenia: Pashinyan's bloc wins the election*, OSW Analyses, 10.12.2018, <https://www.osw.waw.pl/en/publikacje/analyses/2018-12-10/armenia-pashinyans-bloc-wins-election>

⁸² Recommendations are available in the OECD report 'Anti-corruption reforms in Armenia', July 2018, <https://www.oecd.org/corruption/acn/OECD-ACN-Armenia-4th-Round-Monitoring-Report-July-2018-ENG.pdf>

⁸³ Details about the project: <https://www.eda.admin.ch/deza/en/home/results-impact/reports-effectiveness-annual/archiv/deza-jahresbericht-2016/demokratie-und-marktwirtschaft/lagebericht-slowakei.html/content/dezaprojects/SDC/fr/2014/7F08595/phase1>

⁸⁴ The report available at: <http://www.mtad.am/files/docs/1714.pdf>

improvement of the financial situation of LRAs (and accordingly their fiscal autonomy) is unlikely, public involvement in local self-government could be stimulated through small participatory budgeting projects. Capacity-building support in participatory budgeting and other low-cost initiatives could be of particular use to poorer LRAs.

Greater inclusion of women in LRAs is necessary to increase public trust and interest in local self-government. Improved gender balance would also likely lead to expansion and improvement of social services delivered locally – especially ones of particular interest to women and children. Awareness raising and capacity building in gender mainstreaming could prove useful in this respect.

4.2 Azerbaijan

Municipalities in Azerbaijan are in general disempowered, lacking both financial, legal, and human resources. Any capacity building programme aiming at involving Azerbaijani civil servants should take into consideration the fact that there are three stakeholders sharing competences at the local level: the state, the heads of LEAs and, to the least extent, local governments. The additional risk is that the locally targeted programmes can be easily blocked by the central authorities on every stage of the project.

As the political will for implementing in-depth reforms to the public administration system seems to be lacking,⁸⁵ the recommendation would be to focus on pragmatic, tangible, results-driven programmes concerning the following fields:

Local economic development. The redistribution of the state's income is very erratic in terms of social and territorial divisions. Poor rural regions are usually underfinanced, with undeveloped chain of business (supplies-production-distribution-sale), accompanied with rampant depopulation and progressive degradation of the local infrastructure. Except for technical assistance in programmes, local economy development and management can be supported by:

Participatory budget. In order to support public administration reform, as well as European Charter on Local Self Government, it is possible to organise projects on participatory budget, similar to what has been done in Georgia (for instance in Marneuli). Participatory budget programme for municipalities with clear division from the central authorities interference could advocate extending the competences and finances of the local governments as more efficient managers,

⁸⁵ Expert interviews.

while simultaneously enhancing civil engagement, targeting trust gap and fostering the need for professional education of local civil servants.

Anti-corruption activities. The activities enjoy some support from the central authorities. While their pragmatic goal is to reduce population dissatisfaction with its economic situation, ultimately it leads to at least partial implementation of the European values and good governance practices.

E-government. Azerbaijan is interested in developing high-technologies and internet services. The internet penetration reached 79% in 2018,⁸⁶ and the state develops its flagship projects a ASAN Service Center or State Examination Center. Its introduction in the regions may require additional technical assistance and trainings and communication capabilities building.

Communication capabilities building. Additional programmes could target the communication gap, such as projects for civil servants and local community leaders focused on modern communication channels, financial support for municipalities' official websites creation, management and security as well as international communication. On the other hand, the foreign donor should facilitate the way to materials in Azerbaijani and other local languages, because in order to reach them it is often necessary to go through large pieces of information in English (with low level of its knowledge in the country) or Russian (which very good knowledge is not necessarily case of the regions). Further, foreign partners may engage in building proper curriculum for degree programmes or trainings, and their communication to the public.

City development. Baku's authorities do not have clear vision on the city's development. Additionally, there is no council gathering Baku's mayor and heads of the city districts, which means that every district solves its problem separately. Thereby, taking into consideration growing disproportions and unrestrained constructions in Baku, city management, reform and development can become next topic for the capacity building programmes with support of the central authorities.

4.3 Belarus

Currently, there is no political will to implement a public administration reform, including decentralization. The usefulness of any potential 'new' training programmes, study-tours or workshops for Belarusian public servants is

⁸⁶ <https://freedomhouse.org/report/freedom-net/2018/azerbaijan>

questionable: it will be very hard for the representatives of Belarussian LRAs to implement any new competences and knowledge in their daily work.

When thinking about capacity building programmes for Belarussian civil servants, one should look at topics that are politically neutral and potentially interesting for country's political regime. According to our estimations several topics can met these conditions:

Local economic development. The majority of Belarussian regions struggle with de-population, unemployment and underinvestment in public infrastructure. Currently there is a high political demand at central level for attracting more investment to the provinces both internal and foreign. Yet as noted previously, competences of LRAs in this regard are extremely poor. Local officials could be trained in effective communication with investors: 'service teams' in the Netherlands can serve as a good example. Transferring knowledge on up-to-date instruments of local economic development like business improvement districts (BIDs) and different schemes of public-private partnership would also be of use. Finally, trainings on providing open access to municipal data (and broader transparency-related programmes) would be beneficial as well.

Smart cities. Consensus seems to be established in the Belarussian society as for development of an 'IT country',⁸⁷ including smart-city concept. The positive attitude of all players and stakeholders can be used to promote smart-cities and Belarus needs a new type of city-managers that are able to coordinate and manage implementation of smart solutions in their cities. All kinds of tools like short term courses, study-tours and workshops can be provided to build this kind of capacities.

Project management and grant writing. Officials at local level are highly encouraged to apply for Western funding but grant writing and project management skills are scarce. Any kind of short-term courses on these topics could be potentially welcomed by authorities, although there is a serious concern in the regard of supporting 'fake' civil society by these means – numerous NGOs at local level are oftentimes headed by former officials and *de facto* controlled by the state.⁸⁸

⁸⁷ [https://www.ey.com/Publication/vwLUAssets/ey-it-industry-in-belarus-2017-and-beyond/\\$FILE/ey-it-industry-in-belarus-2017-and-beyond.pdf](https://www.ey.com/Publication/vwLUAssets/ey-it-industry-in-belarus-2017-and-beyond/$FILE/ey-it-industry-in-belarus-2017-and-beyond.pdf)

⁸⁸ 'Important changes took place in the government-organized non-governmental organization (GONGO) sector in 2017. In recent years, the authorities, while decreasing state funding, have exposed GONGOs to international funding by supporting and lobbying at international level. International donors have also become more open to cooperation with GONGOs' – according to Freedom House, <https://freedomhouse.org/report/nations-transit/2018/belarus>

4.4 Georgia

There is a need to enhance the offer of capacity building programmes dedicated particularly to LRAs outside of Tbilisi, and to extend the training offered both to civil servants and elected officials.⁸⁹

Areas to focus. The curricula should be adjusted to the needs of both target groups, with the programmes for civil servants focusing on technical (especially financial) and management skills and those aimed at the elected officials involving policy-related capacities – drafting of policy papers, building awareness of the impact of policy-making, as well as public advocacy, public relations, and leadership skills.

Communication and division of power. Both groups would benefit from capacity building in the area of communication and, crucially, should be further trained on the division of powers between the central and local government as well as decentralisation, which continues to be a source of confusion and may result in the central government’s overt interference in local affairs.

Incentives for trainings. Trainings could be made more attractive by strengthening interactive components, stimulating integration, and making use of study trips (including abroad).⁹⁰ On the other hand, efforts should be made to prevent study trips, summer schools etc. from being treated as leisure activities (especially given concerns regarding transparency and fairness of the process of qualification to more attractive trainings).

Technical skills. Websites containing information on projects and programmes available should be up-to-date, user-friendly and maintained in Georgian language (on top of English).

Online training. Providing trainings online would make the available also to those LRA representatives who due to various constrained (time, finances, family obligations) may not be able to travel to Tbilisi (where the majority of courses are being offered).⁹¹

⁸⁹ Public servants at the local level are either appointed to their position or elected. *Gamgebelis* (heads of a local self-government executive body), Mayors and other members of the local councils (*Sakrebulo*) are elected for four-year terms in direct, universal, equal and secret ballots. While appointed civil servants are required to possess certain specific qualifications, this does not apply to elected members of *Sakrebulo*. See more: <https://portal.cor.europa.eu/divisionpowers/Pages/Georgia-general.aspx>

⁹⁰ Expert interview.

⁹¹ Establishing an Online Academy for Municipal Management is reportedly being explored by NALAG.

4.5 Moldova

As a start, Moldova's central government should both clarify and fully implement the existing laws on the delegation of power to the LRAs. As mentioned above, the mandatory number of training hours per civil servant is currently not reached.

Awareness of own competences. The current decentralisation law is seen as complex and unclear, and, as a result, local and regional public servants have a low level of awareness of their competences. It is therefore desirable to provide trainings to the LRAs on the decentralisation reforms and, in the longer run, to assist the central authorities in simplifying the decentralisation law.

Anticorruption. The International Anticorruption Academy could be a useful partner, and workshops could be conducted involving civil servants from other ENP countries.

Technical assistance. Budget and financial management should be included. Other programmes could also focus on project management and human resources management.

E-governance. There is also room for manoeuvre in the area of e-governance, as no identified trainings currently focus on this topic. The use of information and communication technology (ICT) could increase the efficiency of the delegation of powers to LRAs in the framework of the decentralisation reforms, and at the same time improve the LRAs' accountability to citizens.

4.6 Ukraine⁹²

Diversification of the trainings' market. Ensure the development of competitive market of training services by including selected programmes offered by international partners to the register of accredited professional programmes. Moreover, international short-term trainings and seminars should be recognized on equal basis as the programmes offered by public institutions.

Communication capacities. Establish a system of demands and regular training needs' analysis that will ensure proper links between expectations and content of the training programmes. The system can include surveys/questionnaires for identification of general needs of civil servants.

Monitoring. Monitor and evaluate qualifications trainers/teachers and take into account attendees' expectations and feedbacks. Develop appropriate tools to assess impact of capacity building programmes on LRAs. The tools should provide an up-to-date information to be used while developing new and adjusting existing capacity building programmes.

Financial management. The first priority should be improvement of management skills of LRAs on resource administration and tender procedures.

Transparency. Determine transparent criteria for advancement and make civil servants aware of minimum standards they need to meet in order to be promoted.

⁹² Recommendations for Ukraine are based on findings from a number of reports, including: *Maintaining the Momentum of Decentralisation in Ukraine*, OECD, 15 June 2018, available at <http://www.oecd.org/countries/ukraine/maintaining-the-momentum-of-decentralisation-in-ukraine-9789264301436-en.htm>; *Decentralization and the Reform of Local Self-Governance: Results of the Fourth Wave of Sociological Research*, Council of Europe, Council of Europe, January 2019, available at http://www.slg-coe.org.ua/wp-content/uploads/2019/03/Соціологічнедослідженнящододецентралізації_Україна_eng.pdf; *Decentralisation in Ukraine. Achievements, expectations and concerns*, UCIPR, August 2017, available at https://www.international-alert.org/sites/default/files/Ukraine_Decentralisation_EN_2017.pdf; Tiutiunnyk I. *Problems of reforming of the public administration at the regional level in Ukraine*, National Academy of Public Administration under the President of Ukraine, issue 1(32), 2017, available at [http://www.drdu.dp.ua/vidavnictvo/2017/2017_01\(32\)/17.pdf](http://www.drdu.dp.ua/vidavnictvo/2017/2017_01(32)/17.pdf) and Jarabik B., Yesmukhanova Y. *Ukraine's Slow Struggle for Decentralisation*, Carnegie Endowment for International Peace, March 8, 2018, available at <https://carnegieendowment.org/2017/03/08/ukraine-s-slow-struggle-for-decentralization-pub-68219>.

4.7 Suggested curricula

Modes of providing training

Our first suggestion applicable to the entire EaP region is that whenever possible, trainings could be provided **online**. This has multiple advantages:

- ✓ Implementing EaP-wide common courses may be difficult as not all potential beneficiaries communicate in English well enough.⁹³ Online courses with subtitles/voiceover in local languages could be a better option.
- ✓ Online courses are more cost-effective as they eliminate transport, accommodation and sustenance costs.
- ✓ They are more easily available to civil servants from rural parts of the countries under investigation.
- ✓ They could allow for a higher participation rates among female representatives of LRAs, especially those with limited mobility due to a presence of young children or other family-related responsibilities.

As globally online courses have relatively high drop-out participation rates, skilled moderators would need to be employed to motivate participants, track their progress, provide guidance and mentoring, and moderate discussion. Ideally, the courses would be implemented ‘live’ and then be available in the form of videos and materials for future reference.

The online courses should not of course substitute study visits, local workshops, summers schools and exchange programmes, those could however build on the knowledge already gained during the online programmes (and potentially be used as a reward for most active and diligent participants).

Examples of topics

Some of the topics relevant for LRAs in all six EaP countries that could realistically be implemented in the region include:

- **Trainings on e-governance and e-democracy.** While some trainings in this field has already been offered in the region,⁹⁴ there is an ongoing need to equip representatives of LRAs in the region in relevant skills and know-how (including computer skills, cyber security, and data management and protection).

⁹³ Russian may not be the best option for both practical and political reasons.

⁹⁴ See e.g. <https://ega.ee/>

➤ **Local economic development:**

- Trainings of how to attract foreign investors, form transparent public-private partnerships, write business plans and scout for funds,
- Grant and application writing courses, targeted at preparing high quality applications for EU funding,
- Financial competences such as managing budgets, assessing financial risks and fiscal reporting.

➤ **Participatory budgets.** LRAs in the region could obtain training on participatory budgeting, inclusive of study trips to the EU countries where participatory budgets are in place ('lessons learnt' mode).

➤ **Division of powers.** Representatives of LRAs are oftentimes unaware of the scope of their own competences and division of power between themselves and the central government in their own countries.

For DCFTAs signatories additional trainings for LRAs on the scope of the agreements, modes of implementation and resulting necessary adaptations and reforms (as a continuation of trainings previously offered by EPAPA⁹⁵).

General recommendations for providing trainings in the EaP

- ✓ Put in place clear and transparent recruitment procedures (including participation quota and detailed qualification criteria), especially for more attractive opportunities such as study visits and exchange programmes.
- ✓ Make sure that information on programmes and projects available online is always up-to-date and available in a user-friendly way both in local languages and in English.
- ✓ Conduct post-training assessments among the participants and trainers to allow for evaluations of effectiveness and efficiency of projects and programmes funded.
- ✓ Act in line with the 'more for more' rule highlighted in the 2018 ENI Mid-Term Review, rewarding states for greater political stability with more attractive projects and programmes (e.g. study visits and workshops in the EU).
- ✓ Facilitate skills and know-how exchanges both within the EaP and between LRAs from different regions of the same country.

⁹⁵https://www.msz.gov.pl/en/p/msz_en/c/MOBILE/news/inauguration_of_training_courses_for_civil_servants_from_the_eastern_partnership_countries

5. Abbreviations

AA	Association Agreement
ADB	Asian Development Bank
ASAN	Azerbaijan Service and Assessment Network
ASCs	Administrative Service Centres
ATDF	Armenian Territorial Development Fund
AZACA	Azerbaijan Anticorruption Academy
CBC	Cross Border Cooperation
CoE	Council of EURpe
CoM	Covenant of Mayors
CoM East	Covenant of Mayors Office East
COMUS	Community Led Urban Strategies
CoR	Committee of the Regions
CORLEAP	Conference of Regional and Local Authorities for the Eastern Partnership
CSOs	Civil Society Organisations
CSO LA	Civil Society Organisations and Local Authorities Programme
CU	Caucasus University
DCI	Development Cooperation Instrument
DFID	Department for International Development
DCFTA	Deep and Comprehensive Free Trade Agreement
E5P	Eastern EURpe Energy Efficiency and Environment Partnership
EaP	Eastern Partnership
EaPTC	Eastern Partnership Territorial Cooperation Programme
EBRD	European Bank for Reconstruction and Development
EC	European Commission
ECEAP	Estonian Center of Eastern Partnership
EE	Energy Efficiency
EFSD	European Fund for Sustainable Development
EIB	European Investment Bank
ELENA	European Local Energy Assistance
ELM	External Lending Mandate
ENI	European Neighbourhood Instrument
ENP	European Neighbourhood Policy
ENPARD	European Neighbourhood Programme for Agriculture and Rural Development
ENPI	European Neighbourhood and Partnership Instrument
EOMs	Election Observation Missions

EPAPA	Eastern Partnership Academy of Public Administration
ERDF	European Regional Development Fund
EU	European Union
FTAs	Free Trade Agreements
GIPA	Georgian Institute of Public Administration
GIZ	German Development Cooperation
GDP	Gross Domestic Product
GRU	Grigol Robakidze University
H2020	Horizon2020
IEA	International Energy Agency
IFIs	International Financial Institutions
IOs	International Organisations
IT	Information Technology
JOP	Joint Operational Programme
JRC	Joint Research Centre
KSAP	Polish School of Public Administration
LEAs	Local Executive Authorities
LRAs	Local and Regional Authorities
MDF	Municipal Development Fund
MPSF	Municipal Project Support Facility
MS	Member States
NSAs	Non State Actors
NSA LA	Non State Actors Local Authorities
OECD	Organisation for Economic Co-operation and Development
PAARA	Public Administration Academy of the Republic of Armenia
PAR	Public Administration Reform
PCF	Programmatic Cooperation Framework
PGG	Partnership for Good Governance
PRDP	Pilot Regional Development Programme
RD	Regional Development
SAYP	Summer Academy for Young Professionals
SDC	Swiss Agency for Development and Cooperation
SEAPs	Sustainable Energy Action Plans
SIDA	Swedish International Development Cooperation Agency
SIGMA	Support for Improvement in Governance and Management
SMEs	Small and Medium Sized Enterprises
STI IncoNet EaP	Science, Technology, and Innovation International Cooperation Network for Eastern Partnership Countries

SUDeP	Sustainable Urban Demonstration Projects
SYMPA	School of Managers of Public Administration
TARA	Territorial-Administrative Reform
TAIEX	Technical Assistance and Information Exchange instrument
TSU	Ivane Javakhishvili Tbilisi State University
UCIPR	Ukrainian Center for Independent Political Research
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
VNG	International Cooperation Agency of the Association of Netherlands Municipalities

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6. Annex

Armenia

Degree and non degree programmes offered by public administration academies

Public Administration Academy of the Republic of Armenia

Master, post-graduate, PhD and non-degree courses on public administration, including on self-government

More info: <https://paara.am/en/paara/history/>

Training offered by foreign governments

Eastern Partnership Academy of Public Administration (EPAPA)

Implementing organisations: Ministry of Foreign Affairs of the Republic of Poland, National School of Public Administration (KSAP)

Funding: MFA's Polish development aid funds

Budget: about PLN 55,000/EUR 12,650

Duration: since 2011, ongoing

Description: Since 2011, the Eastern Partnership Academy of Public Administration implemented by the Polish Department of Development The scope of this programme is to build a stronger public administration in Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine in the view of implementing a democratic government based on the rule of law.

More information:

<https://www.polskapomoc.gov.pl/Eastern,Partnership,Academy,of,Public,Administration,1942.html>

The Hague Academy for Local Governance: Matra Rule of Law Training Programme

Description: The general aim of this training programme is to promote institutional capacity building in the fields of Rule of Law within the government organisation in the target countries. This is done by sharing the necessary knowledge and skills with policy advisors, members of the judiciary and other civil servants working in the government and justice sectors and helping them to lead and inspire the modernisation of the judicial systems of their home countries building from the Dutch experience. The training also aims to create transnational networks to promote the exchange of knowledge and future collaboration between

the participants and between the participants and the (guest) lecturers and relevant government departments. Armenia was added to the target countries in 2019

More info: <https://thehagueacademy.com/project/matra-rule-of-law-training-programme/>

Improvement of the local self-governance system Armenia

Funding: Switzerland

Budget: CHF 8,025,000

Duration: 2014-2019

Description: The Goal of the programme is to contribute to strengthening accountability and efficiency of the local self-governance system in Armenia.

More information:

<https://www.eda.admin.ch/countries/armenia/en/home/international-cooperation/projects.html/content/dezaprojects/SDC/en/2014/7F08595/phase1?oldPagePath=/content/countries/armenia/en/home/internationale-zusammenarbeit/projekte.html>

Institutional Support to the Communities Association of Armenia

Funding: Switzerland

Budget: EUR 1,164,625

Duration: 2014-2018

Partners: Communities Association of Armenia, Ministry of Territorial Administration, local authorities in Armenia

Description: The Project objective is to enhance the organisational capacities of the Communities Association of Armenia (CAA) to become an active stakeholder of the governance system in Armenia through optimisation of its resources and capabilities. By way of a series of interventions, technical assistance and expert support, the CAA is expected to be able to improve its internal governance, provide better services to its members, mobilise them so they can intervene with a unified voice in the national policy dialogue on decentralization and be consulted by national authorities in line with Recommendation 351 (2014) on the state of local democracy in Armenia, adopted by the Congress of Local and Regional Authorities of the CoE in March 2014.

More information: <https://www.coe.int/en/web/yerevan/institutional-support-to-caa>

USAID: Local Governance Reform Activity

Partner: Territorial Development Fund of Armenia

Duration: August 2015-August 2020

Description: USAID assists the Ministry of Territorial Administration and Development to implement its decentralization policy to improve service delivery to constituents, and provides matching grants for community development in the 13 consolidated clusters.

More information: <https://www.usaid.gov/armenia/democracy-and-governance>

USAID: Civic Engagement in Local Governance (CELoG)

Partner: Communities Finance Officers Association

Duration: 09/2014-08/2020

Description: The project supports the joint efforts of local civil society organizations to increase civic engagement and oversight of local governance and decentralization reform at central and local levels. The project increases monitoring and advocacy capacities of the civil society, with a special focus on community-level civil society actors.

More information: <https://www.usaid.gov/armenia/democracy-and-governance>

USAID: Engaged Citizenry for Responsible Governance

Partner: Transparency International Anticorruption Centre

Duration: 11/2014-11/2019

Description: The project supports a locally-led civil society consortium to reduce the space for corruption by mobilizing citizens in public oversight on national and local levels and ensuring citizens' access to reliable information on corruption.

More information: <https://www.usaid.gov/armenia/democracy-and-governance>

Germany: Democratic Development, Decentralisation and Good Governance in Armenia

Budget: EUR 1,350,000

Duration: 2018-2021

Description: Project, developed in the context of the Council of Europe Action Plan for Armenia 2019-2022, aims at supporting democratic consolidation by contributing to the development of effective, accountable and transparent local government bodies, promoting good governance principles, and fostering inclusive participation and equal opportunities for women in political decision-making across mutually reinforcing lines of action.

More information:

<https://www.entwicklung.at/projekte/detail/project/show/democratic-development-decentralisation-and-good-governance-in-armenia/>

<https://www.coe.int/en/web/good-governance/democratic-development-in-armenia>

UN Global Support Programme: Regional Capacity- building Workshop for Balkan Countries + Lebanon and Armenia on the Measurement, Reporting and Verification (MRV) and Transparency Framework

Date: 27/02/2019

More information: <http://www.un-gsp.org/event/regional-capacity-building-workshop-balkan-countries-lebanon-and-armenia-measurement-reporting>

EU based public administration trainings

EU/OECD: Principles of Public Administration for ENP Countries

Budget: n/a

Description: In 2018-2019, SIGMA is conducting a comprehensive review and assessment of the horizontal areas of public administration in Armenia, based on the Principles of Public Administration for ENP Countries

More information: <http://www.sigmaweb.org/countries/armenia-sigma.htm>

Council of Europe/European Union: Partnership for Good Governance

Description: In April 2014, the European Union (EU) and the Council of Europe (CoE) agreed in a Statement of Intent that targeted cooperation activities with Armenia, Azerbaijan, Georgia, Republic of Moldova, Ukraine and Belarus - the EU's Eastern Partnership countries - would be implemented under a 'Partnership for Good Governance' (PGG).

More information: on the regional and country-specific projects in Armenia can be found on the PGG Armenia page <https://pjp-eu.coe.int/en/web/eap-pcf/armenia>

EU Initiative: Mayors for Economic Growth (M4EG)

Description: M4EG was initiated in 2017 within the Eastern Partnership framework. The M4EG Secretariat is the main executive body in charge of the Initiative implementation in the region. The overall goal is to support mayors and municipalities of the EaP countries to become active facilitators for economic growth and job creation at the local level.

Mayors for Economic Growth has an ambition to grow into an extensive professional community across the region, which will require certain commitments from its members, but which offers solid expert and peer-to-peer support, assistance in broadly sharing successes, as well as other significant economic, political and reputational gains.

More information: <http://www.m4eg.eu>

EU/M4EG: Sustainable Platform to Promote Innovation, Sevan Municipality: Mayors for Economic Growth (M4EG) Pioneer Project

Budget: EUR 538,577 (EU contribution: EUR480,000)

Duration: 2018-2020

Sustainable Platform to Promote Innovation (SPPI)

More information: http://www.m4eg.eu/media/3676/c-nbm-055-12_m4eg-brief-sevan-armenia_en1-tc.pdf

EU4Regions: Support to Regional Development Policy in Armenia – PRDP project

Implementing Partners: Ecorys Netherlands B.V

Budget: EUR 1,449,830

Duration: 2018-2020

Description: The overall objective of the project is to contribute to accelerated socio-economic development, greater resilience, and sustainability of the regions of Armenia in general, and in relation to the capital city of Yerevan. The project supports internal economic, social, and territorial cohesion of the country.

The project will provide support to programmatic and institutional reforms in line with the Armenian Regional Development Strategy 2016-2025 and its Action Plan, developing institutional capacities of bodies involved in RD operational programmes, providing assistance in linking RD reforms with decentralisation, territorial administration, and sub-national governance reform agendas, etc. The support will consist of policy advice, designing programmes, training, coaching, etc.

More information:

https://eeas.europa.eu/delegations/armenia/42350/eu4regions-support-regional-development-policy-armenia-%E2%80%93-prdp-project_en

Azerbaijan

Trainings for civil servants are predominantly the responsibility of the Academy of Public Administration. Higher education usually requires tuition fee, public administration and municipality management not being exceptions. It is worth noticing that the anti-corruption and economic development trainings for the civil servants are welcomed by the central authorities.

Degree programmes offered by the Public Administration Academies

BA, MA, PhD in Public Administration

Implementing organization: Academy of Public Administration under the President of the Republic of Azerbaijan

Funding: Government of Azerbaijan

Budget: n/a

Duration: 4 years (BA), 2 years (MA)

Description: BA specializations: law; international relations, management, state and municipal administration, economy. MA specializations: National Security and Political Strategy; Political Processes of Azerbaijan; World Political Processes and International Relations Theory; International Politics; Diplomacy; State law; State and municipal management; Legal economy regulations; Staff management; Economics and prognosis on natural resources usage; Environment economy; Economy of agrarian sector. PhD specializations: Internal fiscal policy and public finance; Field economy; Industry organization and state policy; Organization and management of the enterprise.

More information: <http://dia.gov.az/?e=101&a=2> (please be advised that the information available on the website may not be up-to-date)

BA in State and municipal management

Implementing organization: Azerbaijan University

Funding: individually

Budget: n/a

Duration: 4 years

Description: The studies prepares students for management careers in governmental and community agencies and to install in students the necessary analytical tools to develop programmes and policies in public administration.

Contact point: office@au.edu.az

More information: <http://www.au.edu.az/en/menu/109/dovlet-ve-belediyye-idareetmesi-ixtisasi>

BA and MA in Government and municipal management

Implementing organization: Azerbaijan University

Funding: individually

Budget: n/a

Duration: 4 years (BA), 3 years (BA, distance, as an additional specialization in continuous professional development),

Description: The studies prepares students for management careers in governmental and community agencies and to install in students the necessary analytical tools to develop programmes and policies in public administration.

More information: <http://unec.edu.az/ru/tekrar-ali-tehsil/> and <http://unec.edu.az/en/education/training-programs/>

BA in State and Public Relations

Implementing organization: Baku State University

Funding: individually

Budget: n/a

Duration: 4 years (BA)

Description: This course covers government and non-government issues of fundamental public management, political and social philosophy foundations, government, state, democracy as well as different approaches to the concept of democracy. The programme is conducted in Azeri, Russian and English.

Contact point: programs@bsu.edu.az

More information: <http://indep.bsu.edu.az/az/rub/faculties-and-programs/bachelor>

MA in State law

Implementing organization: Baku State University

Funding: individually

Budget: n/a

Duration: 2 years

Description: This course covers a specialization on the division of power and the local government. The programme is conducted in Azeri, Russian and English.

Contact point: programs@bsu.edu.az

More information: <http://indep.bsu.edu.az/az/rub/faculties-and-programs/master>

PhD in Constitution law, municipal law

Implementing organization: Baku State University

Funding: individually

Budget: n/a

Duration: 3 years (full-time), 4 years (part-time)

Description: The programme is conducted in Azeri and Russian.

Contact point: programs@bsu.edu.az

More information: <http://indep.bsu.edu.az/az/rub/faculties-and-programs/phd>

BA in Public affairs

Implementing organization: Azerbaijani Diplomatic Academy

Funding: individually

Budget: n/a (tuition fee per student without reduction is AZN 6,000; AZN 6,300 from 2020)

Duration: n/a

More information: <https://www.ada.edu.az/en/schools/programs/spia/110-public-affairs>

MA in Public administration

Implementing organization: Azerbaijani Diplomatic Academy

Funding: individually

Budget: n/a (tuition fee per student without reduction is AZN 6,500; AZN 6,800 from 2020)

Duration: 2 years

Description: This MA programme is focused on providing students with, basing on economic and political subjects science, set of analytical and managerial skills helpful in the civil service. Practical experience is delivered through Capstone project. The graduates should be able to contribute to the common good with their knowledge on civic engagement, shared governance, accountability and enhanced communication.

More information: <https://www.ada.edu.az/en/schools/programs/spia/111-public-administration>

BA in State and Municipal Management

Implementing organization: Nakhchivan State University

Funding: individually

Budget: n/a

Duration: n/a

Description: n/a

Contact point: info@ndu.edu.az, ndu.nsu.edu@gmail.com

More information: <http://ndu.edu.az/en/content/184/>

MA in Public Administration

Implementing organization: Nakhchivan State University

Funding: individually

Budget: n/a (tuition fee per student is AZN 1,400)

Duration: n/a

Description: Civil service organization and management.

Contact point: info@ndu.edu.az, ndu.nsu.edu@gmail.com

More information: <http://ndu.edu.az/en/content/30/>

BA in State and Local Administration

Implementing organization: Azerbaijan Agrarian University

Funding: individually

Budget: n/a (the programme is neither on the tuition fee list, nor on the free of charges programme)

Duration: n/a

Description: n/a

More information: <http://adau.edu.az/undergraduate-programs>

BA in State and Municipal Administration

Implementing organization: Migachevir State University

Funding: n/a

Budget: n/a (free of charge)

Duration: n/a

Description: n/a

Contact point: info@mdu.edu.az

More information: <http://www.mdu.edu.az/index.php/en/faculty/fadzulty-of-edzonomidzs-and-manazhement>

BA in State and Municipal Administration

Implementing organization: Baku Engineering University

Funding: n/a

Budget: n/a (free of charge)

Duration: n/a

Description: n/a

More information: <http://beu.edu.az/az/pages/Public-Administration-903347.html>

BA in Public administration

Implementing organization: Anadolu University

Funding: n/a

Budget: n/a

Duration: 4 years

Description: The programme’s goal is to provide students with basic theoretical and practical knowledge on political, administrative and legal issues. Student should be able to evaluate public administration developments as well as to provide solutions to public issues. The courses are delivered in Turkish and English.

Contact point: info@anadolu.edu.az

More information: <https://anadolu.edu.az/5381-2/#1525684957976-eb365de5-ff22>

Non-degree programmes

Justice Academy under the Ministry of Justice offers courses for the members of the municipalities and their employees, however no detailed information is available.

Training offered by foreign governments

Strengthening Capacities to Fight and Prevent Corruption in Azerbaijan

Implementing organisations: Council of Europe Directorate General of Human Rights and Rule of Law, Department of Information Society and Action against Crime

Funding: European Union 90%; Council of Europe 10%

Budget: EUR 350,000

Duration: 01-12/2018

Description: “The overall objective of the project is to contribute to democracy and the rule of law *via* implementation of institutional reforms aimed at preventing and combatting corruption. This is sought to be achieved through strengthening of institutional capacities aimed at fighting and preventing corruption in the public sector. Project activities will focus on the following three areas:

- Prevention: supporting capacities of key public service institutions with corruption prevention initiatives;
- Enforcement: strengthening the capacities of criminal justice institutions to investigate and prosecute corruption and other types of economic crime;
- Strategic actions: assisting with identification of future priority areas and modalities of actions to be taken.”

More information: <https://www.coe.int/en/web/corruption/projects/pgg-azerbaijan>

Technical Assistance Project for the implementation of the Support to Rural and Regional Development (SRRD)

Implementing organisations: Ministry of Economy of the Republic of Azerbaijan assisted by a consortium of consulting firms led by International Development Ireland (IDI) Ltd.

Funding: European Union (European Neighbourhood Partnership Instrument)

Budget: EUR 3,250,000.00

Duration: 01/2018 – 09/2021 (33 months), ongoing

Description: The SRRD offers technical assistance to the local executive bodies in implementing project aiming at supporting local small farmers to become more competitive and by improving the value chain to create more workplaces within the selected sectors. The pilot beneficiary regions are Guba-Khachmaz, Daghlig Shirvan and Aran.

More information:

https://eeas.europa.eu/delegations/azerbaijan/33471/technical-assistance-project-implementation-support-rural-and-regional-development-srrd_en

Training offered by political Foundations, NGOs, consultancies

Tailored anti-corruption trainings

Implementing organisations: Azerbaijan Anti-Corruption Academy (AZACA)

Funding: Organisation for Economic Co-operation and Development, CoE, UE

Budget: unknown

Duration: unknown

Description: “The tailor-made trainings for representatives of the governmental bodies” are aimed at building knowledge about “the rules of ethical behaviour of public servants, public responsibility, assessment and prevention of risks, national and international anti-corruption related legislation, sanctions and penalties applied in case of corruption”. For instance training ‘Anti-Corruption Techniques’ took place in Sumqayıt in 2018.

Contact point: info@academy.az

More information: http://academy.az/site/news?slug=azaka_sumqayitda-57; http://academy.az/site/programs?slug=dovlet_qurumlari_ucun_telimler-8&lang=en; <https://www.oecd.org/corruption/acn/OECD-ACN-Azerbaijan-Progress-Update-2018-ENG.pdf>

EU-based public administration trainings

Eastern Partnership Academy of Public Administration (EPAPA)

Implementing organisations: Ministry of Foreign Affairs of the Republic of Poland, National School of Public Administration (KSAP)

Funding: MFA's Polish development aid funds

Budget: about PLN 55,000/EUR 12,650

Duration: since 2011, ongoing

Description: Since 2011, the Eastern Partnership Academy of Public Administration implemented by the Polish Department of Development. The scope of this programme is to build a stronger public administration in Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine in the view of implementing a democratic government based on the rule of law.

More information:

<https://www.polskapomoc.gov.pl/Eastern,Partnership,Academy,of,Public,Administration,1942.html>

Belarus

Degree and non degree programmes offered by public administration academies

Bachelor programme in public administration

Implementing organization: The Academy of Public Administration under the aegis of the President of the Republic of Belarus

Funding: Government of Belarus

Budget: n/a

Duration: 4 years (day studies), 3 years (distant studies, available only for holders of BA),

Description: 3 majors Public administration and law, public administration and economics, Management of information resources.

More information: www.pac.by

MA programme in public administration

Implementing organization: The Academy of Public Administration under the aegis of the President of the Republic of Belarus

Funding: Government of Belarus

Budget: n/a

Duration: 18 months

Description: Distance learning courses in 13 majors are offered: law enforcement, social services, international economics, Innovation management, financial markets and institutions, human resource management, regional development, economics and management, law, management in socio economic systems, electronic government, investment and PPP, legislative activities in public administration.

More information: www.pac.by

Non degree programmes

Implementing organization: The Academy of Public Administration under the aegis of the President of the Republic of Belarus

Funding: Government of Belarus

Budget: n/a

Duration: 16-22 months, distance learning only,

Description: 11 specializations: Crisis management, Public administration, Administration and ideology, Innovation management, Business administration, Economic governance, Social governance, HR policy in public administration, Analytics and public relations, Human resource management, Industry management.

More information: www.pac.by

Short training courses for managers (civil servants and others)

Implementing organization: The Academy of Public Administration under the aegis of the President of the Republic of Belarus

Funding: Sending organisation

Budget: n/a

Duration: 2 one week sessions

Description: Course topics are subject to change. Applications are accepted on rolling basis and classes start when full groups are recruited.

More information: https://www.pac.by/intranet/refresher_training/information_for_applicants/

Training offered by foreign governments

Cooperation on Good governance between the Academy of Public Administration and the Council of Europe

Implementing organization: Council of Europe

Funding: Council of Europe

Budget: EUR 100,000 in 2016-2017, information on budget in 2018 not available

Duration: 2016-2018

Description: Project activities in 2018 included round tables, workshops for civil servants, development of a pilot catalogue of functions (Minsk oblast), preparation changes and amendments to some pieces of legislation of Belarus in the area of civil service.

More information: https://rm.coe.int/belarus_results_factsheet_2018_en/16808de2c8

EU based public administration trainings

Eastern Partnership Academy of Public Administration (EPAPA)

Implementing organisations: Ministry of Foreign Affairs of the Republic of Poland, National School of Public Administration (KSAP)

Funding: MFA's Polish development aid funds

Budget: about PLN 55,000/EUR 12,650

Duration: since 2011, ongoing

Description: Since 2011, the Eastern Partnership Academy of Public Administration implemented by the Polish Department of Development The scope of this programme is to build a stronger public administration in Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine in the view of implementing a democratic government based on the rule of law.

More information:

<https://www.polskapomoc.gov.pl/Eastern,Partnership,Academy,of,Public,Administration,1942.html>

Summer Academy for Young Professionals (SAYP)

Implementing organisation: Swedish Institute

Duration: 2 summer weeks each year

Description: Each year the Swedish Institute, a Swedish public agency, organises a summer training for young professionals from the Baltic Sea region and countries of the EU Eastern Partnership. Participants are younger than 35 years old and are already hired in state structures as public servants, policy makers or civil society workers. The objective of this training programme is to give participants the required skills to work in a modern governance structure and create a more efficient and transparent public administration.

More information: https://si.se/en/apply/about_sayp/

Other programmes on democracy and good governance

The School of Young Managers in Public Administration (SYMPA)

Implementing organization: SYMPA

Funding: Swedish International Development Cooperation Agency (SIDA)

Budget : n/a

Duration: four week long sessions

Description: This is essentially a study tour project (sessions held in Belarus, Ukraine, Lithuania and Sweden) with intersession work of the students which includes analysis of session materials, participation in seminars and round tables. Each season 10 to 20 attendants are recruited, they receive certificates of completion by *Swedish Institute for Public Administration – SIPU International*.

More information: [http://sympa by.eu](http://sympa.by.eu)

Georgia

Degree and non-degree programmes offered by public administration academies

MPA (Master of Public Administration)

Implementing organisation: Georgian Institute of Public Administration (GIPA)

Funding: Student (Zurab Zhvania semestral scholarship for students with high GPA - GEL 1,825 (appr. EUR 960))

Budget: n/a (tuition fee per student GEL 7,400 / EUR 2,444 without governmental support, GEL 2,900 with governmental support)

Duration: 2 years

Description:

Study organisation:

- I and II semesters: Compulsory and elective subjects
- III Semester: Students can either do a compulsory Internship and policy lab or benefit from one of the study mobility programmes.
- IV Semester: MA Thesis
- Lectures: Day Module
- ECTS: 120
- Language of instruction: Georgian and English

The Institute collaborates with:

- Bocconi University (Italy), offering an MPA degree from both the Bocconi University and from the GIPA;
- Hamburg University (Germany). In the framework of the bilateral partnership agreement between the GIPA and Hamburg University, GIPA MPA students can visit the Hamburg University in the III semester of the studies;
- the University of Wroclaw (Poland), offering an MPA degree from both University of Wroclaw and from the GIPA;
- In the framework of the Erasmus + agreements MPA students can visit the Salzburg University.

More information:

<https://gipa.ge/eng/program/show/sadjaro mmartveloba>

Master's Programme in Public Administration

Implementing organisation: Caucasus University (Caucasus School of Governance)

Funding: n/a (both university and the state provide scholarship to excellent students with a high GPA, the max. amount is 70% reduction of the tuition fee)

Budget: n/a (tuition fee per student GEL 9,900 /EUR 3,270) without government support)

Duration: 2 years

Description:

Study organisation:

- The programme consists of mandatory, elective, and research courses and a thesis in the last semester of studies.
- ECTS: 120
- Language of instruction: Georgian and English

This University is the member of NISPAcee (The Network of institutes and schools of Public Administration in Central and Eastern Europe).

More information:

<https://cu.edu.ge/ka/schoolss/csg/programs csg/graduate csg/sajaro mmartveloba>

Bachelor's Programme in Public Administration

Implementing organisation: Caucasus University (Caucasus School of Governance)

Funding: n/a (both university and the state provide scholarship to excellent students with a high GPA, the max. amount is 100% reduction from tuition fee)

Budget: n/a (tuition fee per student EUR 1,946 without governmental support)

Duration: 4 years

Description:

Study organisation:

- ECTS: 240
- Language of instruction: Georgian and English

The Institute collaborates with:

- Baltic International Academy
- Collegium Civitas
- Corvinus University of Budapest
- ESAN University
- F Oberlin University
- Kaunas University of Technology (Public Administration\IR)
- LCC International University
- Mykolas Romeris University
- National University of Political Studies and Republic Administration
- Riga International School of Economics and Business (RISEBA)
- Tallinn University of Technology
- University of Warsaw
- Webster University
- Jagiellonian University
- Fairleigh Dickinson University
- Nijmegen School of Management, Radboud University
- The University of Alcala
- Turin School of Local Regulation – Summer School
- Vytautas Magnus University

More information:

https://cu.edu.ge/en/schoolss/csg/programs_csg/bachelor_csg/sabakalavro_programa_sajaro_martvashi

Bachelor of Social Work

Implementing organisation: Ivane Javakhishvili Tbilisi State University (TSU)

Funding: n/a

Budget: n/a (tuition fee per student GEL 4,400 /EUR 1,942)

Duration: 4 years

Description: 240 ECTS

Language: Georgian.

Topics covered:

- Well-being of children, women and families
- Elderly
- Human rights violations
- Crimes of impunity
- Trafficking
- Mental and physical abilities
- Homelessness; Economic instability
- Unemployment; Drug addiction, toxicomania, alcoholism, etc.

More information:

https://www.tsu.ge/data/file_db/faculty_social_political/BA%20%20soc%20mu%20shaoba%202018%20jule.pdf

Doctor of Social Work

Implementing organisation: Ivane Javakhishvili Tbilisi State University (TSU)

Funding: n/a

Budget: n/a (tuition fee per student GEL 4,400 /EUR 1,942)

Duration: 3 years

Description: 180 ECTS

Language: Georgian.

The goal of the Social Work PhD programme is to:

- Academic level students provide social work practices for fundamental disciplines critical theoretical basics of knowledge and social work practice.
- At the professional level the programme aims to prepare students in accordance with the professional standards. They will be required to practice social work at international or local institutions.
- The ultimate goal of the programme is to integrate professional and academic standards and develop professional skills of civil workers.

More information:

https://www.tsu.ge/data/file_db/faculty_social_political/PhD.%202017%20soc%20mush.pdf

Master of Arts in Public Policy and Administration

Implementing organisation: Ivane Javakhishvili Tbilisi State University (TSU)

Funding: n/a

Budget: n/a (tuition fee per student GEL 4,400 /EUR 1,942)

Duration: 3 years

Description: 180 ECTS

Language: Georgian.

Topics covered:

- Research organizations;
- Public institutions;
- NGO sector;
- international organizations;
- private sector;
- Mass media.

More information:

https://www.tsu.ge/data/file_db/faculty_social_political/MA%20saxelmwipo%20martva2018.pdf

Bachelor of Public Governance

Implementing organisation: Ivane Javakhishvili Tbilisi State University (TSU)

Funding: n/a

Budget: n/a (tuition fee per student GEL 4,400 /EUR 1,942)

Duration: 4 years

Description: The main goal of the Bachelor Programme in Public Administration and State Governance is to give to students the advanced knowledge and relevant qualifications in civil service on both central and municipal levels.

240 ECTS credits

Language: Georgian

The state agencies at the central or local levels, including the administrative branches of the executive and legislative branches, are considered as the most relevant field for graduates of the programme. The programme provides students with not only specialized specific knowledge for the field but also focuses on management, organisational behaviour, project management, budgeting etc.

More information:

https://www.ibsu.edu.ge/images/catalog/Public-Administration-and-State-Governance_Geo-in-Eng.pdf & <https://www.ibsu.edu.ge>

Non degree programmes

Future Public Officer (Certification)

Implementing organisation: Georgian Institute of Public Administration (GIPA)

Funding: n/a

Budget: n/a (tuition fee per student EUR 162)

Duration: 2 months

Description:

The programme is dedicated to young people from 13 to 17 years who wish to learn the basics of public administration in Georgia.

Study organisation:

- The lectures include topics on political philosophy, international organisations, elections, cyber security, terrorism, diplomacy, team building, and personal development.
- The programme includes visits to the residence of Georgia's President and National Bank of Georgia.
- The certificate is provided by the end of the programme.

More information:

https://cu.edu.ge/ka/schoolss/csg/programs_csg/bachelor_csg/sabakalavro_programa_sajaro_martvashi

Training offered by foreign governments

Master of Public Administration

Implementing organisation: Ivane Javakhishvili Tbilisi State University (TSU) in cooperation with the German University of Administrative Sciences Speyer with the support of Volkswagen Foundation

Funding: n/a

Budget: n/a (tuition fee per student GEL 4,400 /EUR 1,942)

Duration: 2.5 years (5 semesters), operational since 2009

Description: According to the programme website, it is the first internationally accredited Master's programme in Public Administration.

- The programme was created by both German and Georgian scholars.
- 120 ECTS

Language: English and Georgian.

Topics covered:

- Public law, economics, administrative science, political and social sciences
- Planning, decision making, management, communication
- Implementation of policies and control of administrative action
- Structures and procedures of European integration
- Mastering scientific standards and academic writing

More information:

<https://www.tsu.ge/en/government/administration/departments/pr/news/cIOY4gyHwOvIIFX/?p=1>

<https://www.uni-speyer.de/files/MPATiflisE.pdf>

Joint Master's Degree in Global Public Administration and Politics

Implementing organisation: Grigol Robakidze University, National School of Administration (ENA) of France and Sorbonne University (PARIS1)

Funding: n/a

Budget: n/a (tuition fee per student GEL 3,500/ EUR 1,159)

Duration: 2 years (Since 2015)

Description: Students have a chance to study in Tbilisi for the first academic year, and in Paris and Strasbourg for the second. Along with studies students will have opportunity for internships in European Union and Public Administration structures in France. All students will receive dual academic diploma from both Grigol Robakidze University and Sorbonne. The studies are conducted in English.

More information:

http://old.gruni.edu.ge/menu_id/107/lang/2/id/1259

Strengthening the Institutional Capacity of Georgian Local Self-Governments (SLIC)

Implementing organisation: Municipal Development Fund (MDF)

Funding: Swiss Development Cooperation (SDC), the World Bank and Government of Georgia

Budget: USD 8.75 million / EUR 7,783,038

Duration: 2014-2020

Description:

As a second component of the Second Regional and Municipal Infrastructure Development Project (SRMIDP), the SLIC's objective is to build an effective local self-government system, contributing to the decentralisation agenda of Georgian Government. The project will be implemented in all municipalities and regions except for Tbilisi.

Three broad areas are being targeted:

- spatial planning, capital investment planning and asset management, implemented by Ecorys,
- project cycle management, implemented by Eptisa,
- fiscal discipline and accounting systems, implemented by CARDNO.

The following services will be provided for capacity building in the local governments:

- institutional development,
- municipal software package, information system development

More information:

http://lsg.gov.ge/contentimage/3/SRMIDP_Capacity_development_GEO.pdf

Training offered by political foundations, NGOs, consultancies

Supporting Public Administration Reform in Georgia through the Governance Reform Fund

Implementing organisation: UNDP and Government of Georgia

Funding: Department for International Development (DFID), UNDP, Swedish International Development Cooperation Agency (SIDA)

Budget: USD 6,968,170 / EUR 5,311,731

Duration: 2016-2020

Description:

Policy Development and Coordination

Human Resources Management and Civil Service Reform

Public Service Delivery

More information:

<http://www.ge.undp.org/content/georgia/en/home/projects/supporting-public-administration-reform-in-georgia.html>

http://www.ge.undp.org/content/dam/georgia/docs/prodocs/GE_UNDP_DFID%20Project%20Document%20signed.pdf

http://www.ge.undp.org/content/dam/georgia/docs/prodocs/GE_UNDP_Dfid_Cost%20Sharing%20Agreement%20_2016.pdf

EU based public administration trainings

Jean Monnet Chair ‘Promoting teaching of European integration and increasing EU awareness in Georgia (PROTEIG)’

Implementing organisation: Caucasus University (Caucasus School of Governance) and European Union

Funding: Erasmus+

Budget: n/a

Duration: Since 2017

Description: PROTEIG was developed to increase the quality of the teaching of European studies related courses in the higher education institutions of Georgia. The objectives of the programme include:

- Develop BA and MA programmes curricula at CU by adding 4 European related courses in them.
- Promote research and debates on EU the issues
- Integrate policy makers and student community through EU Georgia related issues.
- Organise annual conferences on EU and South Caucasus and summer schools for young professionals to engage youth in EU related debates.

More information: https://cu.edu.ge/en/schoolss/csg/projects_csg/csg_priject_jeanmonnet

EU-funded modernisation programme for Georgia's Public Administration

Implementing organisation: Delegation of the European Union to Georgia and the Administration of Georgian Government

Funding: European Union

Budget: EUR 30 million

Duration: 2016-2019

Description: According to the official EU website, the programme is ‘aligned to the priorities set by the EU – Georgia Association Agreement, DCFTA, and the Georgian National Public Administration Roadmap’. The main targeted pillars include: policy making, professionalism of the civil service, accountability and transparency of the public sector, accessibility of public services to citizens, strengthening the structure of local governance. In regards to local and regional public administration, the programme will improve strategic framework for local government reform and enhance capacity of local civil servants.

More information: https://eeas.europa.eu/delegations/georgia/13422/eu-launches-gel-75-million-eur-30-million-programme-to-assist-georgia-reform-its-public-administration_en
<http://mes.gov.ge/content.php?id=5848&lang=eng>

Eastern Partnership Academy of Public Administration (EPAPA)

Implementing organisations: Ministry of Foreign Affairs of the Republic of Poland, National School of Public Administration (KSAP)

Funding: MFA's Polish development aid funds

Budget: in 2015 the MFA provided PLN 3,823,356/ EUR 888,982.548 in 23 development cooperation projects for Georgia. Plus, EUR 217,254 for 9 projects carried out by Polish Embassy in Georgia.

Duration: since 2011, ongoing

Description: Since 2011, the Eastern Partnership Academy of Public Administration implemented by the Polish Department of Development The scope of this programme is to build a stronger public administration in Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine in the view of implementing a democratic government based on the rule of law.

Around 130 participants from Georgian Administration have attended the training courses offered by the Academy since 2011. Moreover, scholarship programmes financed by the Polish government offer Georgian nationals the possibility to study in Poland. In the 2017/2018 academic year, almost 340 Georgians studied at Polish universities.

More information:

<https://www.polskapomoc.gov.pl/Eastern,Partnership,Academy,of,Public,Administration,1942.html>

<https://www.polskapomoc.gov.pl/Georgia,188.html>

Summer Academy for Young Professionals (SAYP)

Implementing organisation: Swedish Institute

Duration: 2 summer weeks each year

Description: Each year the Swedish Institute, a Swedish public agency, organises a summer training for young professionals from the Baltic Sea region and countries of the EU Eastern Partnership. Participants are younger than 35 years old and are already hired in state structures as public servants, policy makers or civil society workers. The objective of this training programme is to give participants the required skills to work in a modern governance structure and create a more efficient and transparent public administration.

More information: https://si.se/en/apply/about_sayp/

Networking for Efficiency and Development (N4ED) – a new modality for effective local self-governance in Georgia

Implementing organisation: National Association of Local Authorities of Georgia (NALAG) with support of PMC Research Centre (PMC RC) Georgia, the Latvian Association of Local and Regional Governments (LALRG)

Funding: European Union

Budget: n/a

Duration: 2018-2021

Description: The project "Efficiency and Development Network" (N4ED) is implemented with the support of the European Union and aims at promoting inclusive governance and participatory planning in the municipalities, implementation of the assessment and monitoring system, as well as cooperation between local governments and sharing of good practices. The project is implemented in all municipalities of Georgia.

The objectives include:

- To support good governance, transparency and citizen participation based policy processes in Georgia municipalities;
- To introduce performance monitoring and evaluation system (PMES) in Local Self-Governing bodies
- To exchange experience and information among Georgian local self-government units on the issues of citizen participation and development of local economy

More information: <http://www.nala.ge/en/post/234824-networking-for-efficiency-and-development-n4ed-a-new-modality-for-effective-local-self-governance-in-georgia-->
<http://www.nala.ge/ka/post/256196-atea-m-evrokavsiris-proeqtis-farglebsi-trenerta-or-driani-treningi-gamarta->

Other programmes on democracy and good governance

Good Governance for Georgia (3G)

Implementing organisation: Institute for Development of Freedom of Information (IDFI)

Funding: Luminate, Global Philanthropic Organization

Budget: USD 390,000 / EUR 348,449.178

Duration: January 1, 2019 – December 31, 2021

Description: The main goal is to improve transparency of state institutions and accountability of the Georgian government.

The project is set to start in Tbilisi and then gradually move to other regions in the country in the following second and third years.

More information:

https://idfi.ge/en/good_governance_for_georgia_idfi_luminate_project

Moldova

Degree and non degree programmes offered by public administration academies

Academy of Public Administration under the President of the Republic of Moldova

Implementing organisations: Academy of Public Administration under the President of the Republic of Moldova (APA)

Funding: n/a

Budget n/a

Duration: founded in 1993

Description:

Two tracks of *Master Degree Programme* are offered:

Research, a two year full time programme with two different specialties:

- Theory and practice of public administration
- Management

Professionalization, a two year full time programme and a two year and a half part time programme for the specialties:

- Management
- Public Administration
- Anticorruption
- Information Management in Public Administration
- Theory, Methodology of Public Administration
- Organization and management in public institutions

Doctoral studies, three or four years programmes. Two specialties are offered:

- Theory, Methodology of Public Administration
- Organization and management in public institutions

Professional development courses (non degree programme).

More information:

http://www.universea.net/project/36_partners/57_the_academy_of_public_administration.html

<http://aap.gov.md/>

Trainings of central and local public authorities in the framework of the Public Administration Reform for 2016 2020

Three programmes which are part of the *Action Plan 2016 2018 on implementation of the Public Administration Reform Strategy for 2016 2020*. Those programmes have been selected among the part “results” of the latter document. Their selection was based on the assumption that they are still ongoing

Training programmes for public authorities responsible for local public administration and intersectoral collaboration on local and regional development

Implementing organisations: State Chancellery, Ministry of Regional Development and Constructions; Ministry of Finance; Academy of Public Administration

Funding: To be updated.

Budget: MDL 1,176,000/EUR 60,234

Duration: from 2017

Description: In the context of the decentralisation reform implemented in the framework of the Public Administration Reform, a training programme has been created to build capacity of the public local authorities.

Training Platform for public services’ reengineering and digitalization

Implementing Organisation: State Chancellery

Funding: Development partners assistance

Duration: From 12/2017

Budget: MDL 930,000/EUR 47,634

Description: At the level of the State Chancellery and public authorities in charge of the provision of public services, the goal of the training platform is to strengthen public servants’ capacity for the implementation of projects to modernise public services.

Training module on ethics and integrity of civil servants integrated in internal training plans of public authorities

Implementing Organisations: State Chancellery; National Anticorruption Centre; National Authority on Integrity

Funding: Development partners assistance

Duration: From 03/2017

Budget: MDL 120,000/EUR 6,146

Description: To promote the enforcement of concepts of integrity and ethics among public servants, which includes the provision of Civil Servants Code of Conduct.

Contact point: cancelaria@gov.md

More information:

https://cancelaria.gov.md/sites/default/files/plan_de_actiuni_engleza_12.pdf

Training offered by foreign governments

Moldova Inclusive and Participatory Political Processes (MIPPP)

Implementing organisations: Consortium for Elections and Political Processes Strengthening (CEPPS)/IRI and NDI

Funding: USAID

Projected budget: USD 6 million /EUR 5,306,100

Duration: 10/2016-09/2019

Description: With a wide range of political actors, including local government officials, the project aims at building a fairer and more transparent electoral competition thanks to the promotion of emerging parties and the support of a better citizens' representation among the political spectrum.

More information:

https://www.usaid.gov/moldova/governing_justly_and_democratically

EU based public administration trainings

Support to the professional capacity development and motivation of the public administration employees in the Republic of Moldova

Implementing organisations: Corporate & Public Management Consulting Group in consortium with FCG Swedish Development AB, Ecole Nationale d'Administration, Agrotec SpA and Eurecna S.p.

Funding: European Commission EuropeAid

Budget: EUR 1,994,200

Duration: 2018-2020, ongoing project with initial duration of 24 months

Description: The project's objective is to support the process of the Public Administration Reform in Moldova. In this extent, the project first focus on enhancing Moldovan Public Administration efficiency and accountability as well as improving motivation and capacity of public servants and increase attractiveness of the public service.

More information: <http://www.cpmconsulting.eu/articleNews/news48.php>

Eastern Partnership Academy of Public Administration (EPAPA)

Implementing organisations: Ministry of Foreign Affairs of the Republic of Poland, National School of Public Administration (KSAP)

Funding: MFA's Polish development aid funds

Budget: PLN 55,000/EUR 12,650

Duration: since 2011, ongoing

Description: Since 2011, the Eastern Partnership Academy of Public Administration implemented by the Polish Department of Development Cooperation has welcomed 76 Moldovan public administration representatives to participate in trainings modules. The scope of this programme is to build a stronger public administration in Moldova but also Armenia, Azerbaijan, Belarus, Georgia and Ukraine in the view of implementing a democratic government based on the rule of law.

More information:

<https://www.polskapomoc.gov.pl/Eastern,Partnership,Academy,of,Public,Administration,1942.html>

Summer Academy for Young Professionals (SAYP)

Implementing organisation: Swedish Institute

Duration: 2 summer weeks each year

Description: Each year the Swedish Institute, a Swedish public agency, organises a summer training for young professionals from the Baltic Sea region and countries of the EU Eastern Partnership. Participants are younger than 35 years old and are already hired in state structures as public servants, policy makers or civil society workers. The objective of this training programme is to give participants the required skills to work in a modern governance structure and create a more efficient and transparent public administration.

More information: <https://si.se/en/apply/about/sayp/>

Other programmes on democracy and good governance

Comunitatea Mea (My Community)

Implementing organisation: IREX

Funding: USAID

Projected budget: USD 20.5 million/ EUR 18.1 million

Duration: 05/2018 05/2023

Description: The objective of the project is to make the local administration of Moldova more effective, transparent, and accountable to citizens. In that extent the project focuses on improving the financial management of municipalities,

enhancing citizens' involvement in local governance and improving access to public services at a local level.

More information: https://www.usaid.gov/moldova/governing_justly_and_democratically

Democratic Transparency and Accountability Programme (DTAP)

Implementing organisation: Association Promo LEX

Projected period: 07/2016-07/2019

Funding: USAID

Projected budget: USD 3.05 million/EUR 2.69 million

Description: The DTAP project aims at increasing the credibility of Moldovan election thanks to the observation of electoral process and the creation of a political environment that enable a fair competition among political parties.

More information: https://www.usaid.gov/moldova/governing_justly_and_democratically

Ukraine

Degree and non-degree programmes offered by public administration academies

National Academy for Public Administration under the President of Ukraine:

- MA programme “Public management and administration”
- PhD programme “Public management and administration”
- PhD programme “Political Science”
- Non-degree program “Public management and administration”

Institute for Civil Service and Local Self-Government

- MA programme “Public Administration”
- Non-degree programme “Public Administration in the National Security Area”
- Non-degree programme “Public Administration in Education”
- Non-degree programme “Public Administration in Healthcare”
- Non-degree programme “Public Administration in Public Policy and Administration”
- Non-degree programme “Regional and Local Governance”
- Non-degree programme “E-Governance”

- Non-degree programme “Parliamentarism and parliamentary activity”
- Non-degree programme “Public management and administration”

Institute for Senior Executives

- MA programme “Management of social development”
- MA programme “Public management and administration”

High School of Public Administration

- MA programme “Public Administration”
- Non-degree programme “Global Governance”
- Non-degree programme “New Public Management”
- Non-degree programme “European Integration”

Institute for Advanced Training of Managing Personnel

- Training “Leadership of local self-government officials and deputies of local councils”
- Training “Leadership of a Public Servant”

More information: <http://academy.gov.ua/?lang=eng>

Ukrainian School of Governance

A wide range of non-degree seminars provided by the School (To be updated)

More information: <http://www.centre-kiev.kiev.ua/info/about.shtml>

Dnipro Regional Institute for Public Administration

- MA program “Public management and administration”
- MA programme “Management”, major in Project Management
- BA programme “Management”
- BA programme “Public management and administration”
- PhD programme “Theory and history of public administration”
- PhD programme “State administration mechanisms”
- PhD programme “Civil service”
- PhD programme “Local self-governance”
- Non degree seminars are provided by the Training Center

More information: <http://www.dridu.dp.ua/>

Kharkiv Regional Institute for Public Administration

- MA programme “Public management and administration”
- BA programme “Management and administration”
- BA and MA programmes “Economy”
- BA and MA programmes “Entrepreneurship, trade and stock taking activities”
- Non degree seminars are provided by the Training Center

More information: <http://www.kbuapa.kharkov.ua/>

Lviv Regional Institute for Public Administration

- MA programme “Public management and administration”
- MA programme “Economy”
- MA programme “Management”
- MA programme “Governance”
- MA programme “Local governance”
- MA programme “Management and administration”
- MA programme “Management of human resources and labour economics”
- MA programme “Project management”
- Non degree seminars are provided by the Training Center

More information: <http://www.lvivacademy.com/>

Odesa Regional Institute for Public Administration

- BA and MA programmes “Public management and administration”
- BA and MA programmes “Management”
- PhD programme “Public management and administration”
- Non degree seminars are provided by the Training Center

More information: <http://www.oridu.odessa.ua/>

Non-degree programmes are also offered by the following regional centers:

- Chernihiv Center for retraining and raising the level of skills of employees of state authorities, local self-government bodies, state enterprises, institutions and organizations.

More information: <https://sivertraining.org.ua/>

- Volyn Center for retraining and raising the level of skills of employees of state authorities, local self-government bodies, state enterprises, institutions and organizations.

More information: <http://www.volyn-cppk.com.ua/>

- Poltava Center for retraining and raising the level of skills of employees of state authorities, local self-government bodies, state enterprises, institutions and organizations.
More information: <http://cpk.adm-pl.gov.ua/>
- Kherson Center for retraining and raising the level of skills of employees of state authorities, local self-government bodies, state enterprises, institutions and organizations.
More information: <http://www.cppk.ks.ua/>
- Chernivtsi Center for retraining and raising the level of skills of employees of state authorities, local self-government bodies, state enterprises, institutions and organizations.
More information: <http://cppk.cv.ua/index.php>
- Ivano-Frankivsk Center for retraining and raising the level of skills of employees of state authorities, local self-government bodies, state enterprises, institutions and organizations.
More information: <https://ifocppk.jimdo.com/>
- Zakarpatian Center for retraining and raising the level of skills of employees of state authorities, local self-government bodies, state enterprises, institutions and organizations.
More information: <http://www.cpk-zak.com.ua/index.php/pro-tsentr/2-pro-tsentr>
- Cherkasy Center for retraining and raising the level of skills of employees of state authorities, local self-government bodies, state enterprises, institutions and organizations.
More information: <http://www.centerpk.ck.ua/>
- Vinnytsia Center for retraining and raising the level of skills of employees of state authorities, local self-government bodies, state enterprises, institutions and organizations.
More information: <https://opendatabot.ua/c/23109018>

Training offered by foreign governments

U-LEAD with Europe: Ukraine Local Empowerment, Accountability and Development Programme

Implementing organisations: Swedish International Development Agency SIDA, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GMBH
Funding: EU External Action

Budget: European Commission adopted U-LEAD with Europe Programme and budgeted EUR 101 million for 2016-2020 (ENI / 2015 / 038 – 739). EU contribution: EUR 95 million

Duration: 01/2016-04/2020

Description: the project aimed to strengthen the capacity to establish of multilevel governance.

Target regions: All

More information: <http://sklinternational.se/projects/project/u-lead-with-europe-ukraine-local-empowerment-accountability-and-development-programme>

Decentralization and reform of local self-government in Ukraine

Implementing organisations: State authorities, Associations of Ukrainian cities

Funding: Council of Europe

Budget: EUR 1.8 million

Duration: 03/2018-06/2020

Description: The project will contribute to the territorial reform and effective local self-governance.

Target regions: All

Contact point: <http://www.slg-coe.org.ua/contact-information/>

More information: <http://www.slg-coe.org.ua/>

Decentralization Offering Better Results and Efficiency (DOBRE)

Implementing organisations: direct assistance to 75 consolidated communities

Funding: USAID

Budget: USD 50 million

Duration: 2016-2021

Description: The project intends to support LRAs effectively manage their responsibilities and help to build a strong community cohesion;

Target regions: Dnipropetrovsk, Ivano-Frankivsk, Kharkiv, Kherson, Kirovograd, Mykolayiv, and Ternopil

Contact point: <https://www.globalcommunities.org/contactus>

More information: <https://www.globalcommunities.org/dobre>

The Policy for Ukraine Local Self-Governance (PULSE) programme

Implementing organisation: Association of Ukrainian Cities

Funding: USAID

Budget: USD 8.2 million

Duration: 12/2015-12/2020

Description: The project aimed at creating a favourable environment for the implementation of decentralization reform in Ukraine and strengthening local self-government.

Target regions: All regions except Donetsk

Contact point: kyvinfo@usaid.gov

More information: <https://donors.decentralization.gov.ua/project/pulse>

Expert Deployment for Governance and Economic Growth (EDGE)

Implementing organisation: Agriteam Canada Consulting Ltd.

Funding: Department of Foreign Affairs, Trade and Development of Canada (DFATD)

Budget: CAD 18.8 million

Duration: 11/2014-07/2019

Description: The project promotes a democratic and prosperous society by responding to essential needs at the national, regional and local levels.

Target regions: All

Contact: <https://www.edge.in.ua/index.php?do=feedback>

More information: <https://www.edge.in.ua/>

Partnership for Local Economic Development and Democratic Governance

Implementing organisation: Federation of Canadian Municipalities (FCM)

Funding: Department of Foreign Affairs, Trade and Development of Canada (DFATD)

Budget: CAD 19.5 million

Duration: 03/2015-06/2021

Description: The project aimed at strengthening the municipal sector in Ukraine, implementing effective democratic governance and accelerating economic development.

Target regions: Ivano-Frankivsk, Vinnytsa, Poltava, Zaporizhzhya

Contact: office@pleddg.org.ua

More information: <http://pleddg.org.ua/ua/>

E-Governance for Accountability and Participation (EGAP) Programme

Implementing organisations: East Europe Foundation and InnovaBridge Foundation

Funding: Swiss Agency for Development and Cooperation SDC

Budget: CHF 4.3 million

Duration: 05/2015-03/2019

Description: By using the latest information and communication technologies the project contributes to improvement of good governance, interaction between authorities and citizens.

Target regions: Vinnytsia, Volyn, Dnipropetrovsk, and Odesa

Contact: info@egap.in.ua

More information: <https://egap.in.ua>

Partnership for Local Economic Development and Democratic Governance

Implementing organisations: Ministry of Regional Development, Construction and Housing and Communal Services of Ukraine

Funding: Swiss Confederation

Budget: CHF 9.3 million

Duration: 12/2007-06/2020

Description: The mission of the project is to optimize the governance system and promote effective local development in Ukraine

Contact: despro@despro.org.ua

More information: <http://despro.org.ua/>

Training offered by political foundations, NGOs, consultancies

East European Foundation

Funding: USAID

Description: The Foundation contributes to improving the efficiency of the work of local authorities in order to better meet the needs of citizens and sustainable development of communities.

Contact: info@eef.org.ua

More information: www.eef.org.ua

Renaissance Fund

Funding: Soros Fund

Description: The Democratic Practice Programme (one of the pillar of Renaissance Fund) aimed at create an effective tool to combat corruption and increase government accountability in Ukraine.

Contact: irf@irf.ua

More information: www.irf.ua/en/programs/democracy/

Solidarity Fund PL

Funding: Polish Development Cooperation finding, USAID, GIZ, EuropeAid, governments of Canada and Switzerland.

Description: The Fund implements activities at fostering collaboration for the socio-economic developments in Eastern Partnership countries.

Contact: <https://solidarityfund.pl/kontakt/>

More information: www.solidarityfund.pl

EU based public administration trainings

Eastern Partnership Academy of Public Administration (EPAPA)

Implementing organisations: Ministry of Foreign Affairs of the Republic of Poland, National School of Public Administration (KSAP)

Funding: MFA's Polish development aid funds

Budget: about PLN 55,000/EUR 12,650

Duration: since 2011, ongoing

Description: Since 2011, the Eastern Partnership Academy of Public Administration implemented by the Polish Department of Development The scope of this programme is to build a stronger public administration in Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine in the view of implementing a democratic government based on the rule of law.

More information:

<https://www.polskapomoc.gov.pl/Eastern,Partnership,Academy,of,Public,Administration,1942.html>

Estonian Eastern Partnership Centre

Funding: development cooperation funds of the Estonian MFA, Swedish International Development Co-operation Agency (SIDA), Finnish Ministry of Foreign Affairs and European Commission

Description: the main aim is development of relations with Eastern Partnership countries and contribution to strengthening the administrative capacities of LRAs.

More information: <https://ecep.eu>

Summer Academy for Young Professionals (SAYP)

Implementing organisation: Swedish Institute

Duration: 2 summer weeks each year

Description: Each year the Swedish Institute, a Swedish public agency, organises a summer training for young professionals from the Baltic Sea region and countries of the EU Eastern Partnership. Participants are younger than 35 years old and are already hired in state structures as public servants, policy makers or civil society workers. The objective of this training programme is to give participants the required skills to work in a modern governance structure and create a more efficient and transparent public administration.

Contact point: <https://si.se/en/>

More information: https://si.se/en/apply/about_sayp/

Other programmes on democracy and good governance

Civil Society for the Development of Democracy and Human Rights in Ukraine

Implementing organisation: UNDP Ukraine

Funding: Danish Ministry of foreign affairs

Budget: USD 2.9 million

Target regions: All

Duration: 04/2017-03/2022

Description: Increase the level of youth civic engagement and youth participation in decision-making processes at all levels.

Contact: communications.ukraine@undp.org

More information:

<http://www.ua.undp.org/content/ukraine/uk/home/projects/civil-society-for-democracy-and-rights.html>

Enhancing civil society's management, communication, fundraising in Ukraine

Implementing organisations: ADRA Slovakia, ADRA Czech Republic, Hungarian Baptist Aid, Polish Medical Mission and Institute Republica Ukraine

Funding: Visegrad Fund

Budget: EUR 43,800

Duration: 02/2019-10/2019

Description: capacity building of Ukrainian non-profit organisations in the sector of management, fundraising and marketing.

Target regions: Dnipro and Zaporizhzhya

Contact: office@adra.sk

More information: <https://www.adra.sk/en/capacity-building-ukraine/#daruj>

Improvement of health care and education infrastructure, and social cohesion of internally displaced persons with host communities

Implementing organisation: Arche noVa - Initiative für Menschen in Not e.V.

Funding: German Federal Ministry for Economic Cooperation and Development

Budget: EUR 1.25 million

Duration: 12/2016-12/2019

Description: the project supports internally displaced people by free coaching, workshops and seminars on a wide range of topics.

Target regions: Donetsk, Luhansk

Contact: info@arche-nova.org

More information: <https://arche-nova.org/en/project/repairing-damage-and-opening-future-prospects-forgotten-conflict-area>

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**European Committee
of the Regions**

Created in 1994 following the signing of the Maastricht Treaty,
the European Committee of the Regions is the EU's assembly of 350 regional and
local representatives from all 28 Member States, representing over 507 million Europeans.

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