

**REPORT**  
**on the Annual Analysis of the Needs for the Institutional Capacity and  
Staffing of Public Authorities Responsible for Fulfilment of Ukraine's  
Commitments in the Field of European Integration**

**2023**

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## GLOSSARY OF TERMS

**Adaptation of the legislation** means the process of bringing the laws and other legal and normative acts in line with the EU acquis (acquis communautaire).

The **Twinning Programme Administration Office** means the institution that coordinates preparation of Twinning projects and facilitates implementation thereof, renders advisory and guideline support to public authorities in connection with initiation, preparation and implementation of Twinning projects.

**Analysis of the needs for the institutional capacity and staffing** means the annual analysis of the needs for the institutional capacity and staffing of public authorities responsible for fulfilment of Ukraine's commitments in the field of European integration.

**Public authorities** mean ministries, other central executive authorities, other public authorities whose jurisdiction covers the whole territory of Ukraine.

The **EU acquis** means the legal framework of European Union, which includes without limitation legislative acts of the European Union adopted within the European Community, the Common Foreign and Security Policy, and the Cooperation in the field of Justice and Home Affairs.

**Functions** mean the list of fields of concern of the public authority or its structural subdivision that enable performing their tasks and reaching their goals.

**Quantitative demand for professionals** means the designated number of civil servants and other employees necessary for the public authority to professionally handle the matters associated with fulfilment of Ukraine's commitments in the field of European integration.

**Qualitative demand for professionals** means the designated number of civil servants and other employees who need to advance their professional competence level associated with fulfilment of Ukraine's commitments in the field of European integration.

**Professionals** mean the civil servants and other employees of the public authorities who are involved into fulfilment of Ukraine's commitments in the field of European integration.

**International technical assistance** means a form of international cooperation granted to Ukraine based on international treaties by the foreign state, the government or the authority or organisation authorised by the foreign government, the foreign municipal authority or the international organisation that grants

international technical assistance pursuant to the international treaties of Ukraine, or other forms of international cooperation as prescribed by the legislation.

**Self-screening** means assessment of adaptation of the legislation of Ukraine to the EU acquis in accordance with Resolution of the Cabinet of Ministers of Ukraine No. 189 of 28 February 2023 “On the approval of the Procedure for initial assessment of the progress of implementation of legal acts of the European Union (EU acquis)”.

**Negotiation chapters** mean thirty-five chapters that correspond to the priority areas of the law of the European Union (EU acquis) and in accordance with which the process of negotiations regarding Ukraine’s accession to the European Union is organised.

**SIGMA (Support for Improvement in Governance and Management)** is one of the most prestigious analytical centres of the European Union established in 1992 at the initiative of the Organisation for Economic Co-operation and Development and the European Union.

**Twinning** means an institutional development tool of the EU within the framework of which cooperation is carried out at the level of civil servants of equivalent public authorities of the EU Member States and Ukraine, in order to introduce the public administration elements necessary to bring the national legislation in line with the EU rules and standards.

**TAIEX (Technical Assistance Information Exchange)** means a technical assistance and information exchange tool that is provided by the EC in order to enhance the institutional capacity, to approximate the national legislation to the EU acquis, to implement and effectively apply it in the future.

## INTRODUCTION

One of the key directions of the state policy of Ukraine is to ensure integration into the European political, economic and legal environment with a view to becoming a member of the European Union (hereinafter the “EU”).

Ukraine’s status of a candidate for membership of the EU establishes the new quality of the format of relations between Ukraine and the EU, legally designates the start of Ukraine’s accession to the EU, offers image, financial and humanitarian benefits, and also confirms progress of democratic, economic and legal reforms and Ukraine’s readiness for further dedicated work to implement them in accordance with the EU standards.

The recommendation of the European Commission to start the negotiation on Ukraine’s accession to the EU, signing of the Memorandum of Understanding between the Verkhovna Rada of Ukraine and the European Parliament are important steps on our country’s path to full membership in the EU. A condition for future negotiations on Ukraine’s accession to the EU is fully bringing the legislation of Ukraine in line with the effective rules of the EU acquis and implementing it efficiently. Moreover, the dynamics of Ukraine’s strategic course of accession to the EU will also depend on the level of professional qualifications of civil servants and other employees of the public authorities (hereinafter the “professionals”) and overall efficiency of the institutional model. It obliges the professionals to keep advancing their professional competence, in particular, as regards the EU acquis, understanding of processes and functioning of the EU acquis institutions, and English language skills. Therefore, the requirements for the institutional capacity and staffing potential of the public authorities responsible for fulfilment of Ukraine’s commitments in the field of European integration are regularly strengthened.

The National Agency of Ukraine for Civil Service (hereinafter the “NAUCS”) as the central executive authority responsible for formation and implementation of the state policy for civil service and service in local self-government bodies coordinates the activities associated with professional training of civil servants in the field of European integration, formation of the efficient professional training system, and promotes enhancement of the staffing capacity of the public authorities in the context of their European integration tasks.

However, the efficient European integration planning and management system, successful preparation and negotiations on accession of Ukraine to the EU require enhanced capacity of the public authorities in the field of European integration.

With this regard, the NAUCS carries out annual determination of the needs for the institutional capacity and staffing of public authorities responsible for fulfilment of Ukraine’s commitments in the field of European integration.

## METHODOLOGY FOR ANALYSING THE NEEDS FOR THE INSTITUTIONAL CAPACITY AND STAFFING OF THE PUBLIC AUTHORITIES

In pursuance of point 54 of the action plan for the implementation of the 2022–2025 Strategy for Public Administration Reform in Ukraine approved by Ordinance of the Cabinet of Ministers of Ukraine No. 831-p of 21 July 2021, the NAUCS and the Center for Adaptation of the Civil Service to the Standards of the European Union conducted the analysis of the needs for the institutional capacity and staffing of public authorities responsible for fulfilment of Ukraine’s commitments in the field of European integration (hereinafter the “needs analysis”) from October to December 2023.

In 2023, the NAUCS developed the Guidelines on the annual analysis of the needs for the institutional capacity and staffing of public authorities responsible for fulfilment of Ukraine’s commitments in the field of European integration, which were approved with Order of the NAUCS No. 179-23 of 7 November 2023 (Annex 1), pursuant to which the methodology applied in 2022 was updated and supplemented with the new module dedicated to determination of needs of the public authorities for their institutional capacity and staffing.

The needs analysis has been conducted in the ministries, other central executive authorities, other public authorities responsible for fulfilment of Ukraine’s commitments in the field of European integration whose jurisdiction covers the whole territory of Ukraine (hereinafter the “public authorities”). The Secretariat of the Verkhovna Rada of Ukraine, the Office of the President of Ukraine, the Secretariat of the Cabinet of Ministers of Ukraine, the Accounting Chamber,<sup>1</sup> and the National Bank of Ukraine have also taken part in the needs analysis.

**The purpose** of the analysis of the needs for the institutional capacity and staffing is to collect, analyse and consolidate needs of the public authorities for professional support of fulfilment of Ukraine’s international legal commitments in the field of European integration.

To achieve this purpose, the following **tasks** have been set:

to determine the current institutional capacity and staffing of the public authorities in connection with fulfilment of Ukraine’s commitments in the field of European integration;

to establish the quantitative and qualitative demand for professionals in connection with fulfilment of Ukraine’s commitments in the field of European integration;

to determine the public authorities in need of new positions and new structural subdivisions to ensure adequate fulfilment of Ukraine’s commitments in the field of European integration;

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<sup>1</sup> regarding the structural subdivisions whose operational obligations include implementation of the standards and methods of the International Organization of Supreme Audit Institutions (INTOSAI).

to determine the demand of the public authorities for additional expert support in form of international technical assistance (hereinafter the “ITA”) projects.

The needs analysis has been conducted in the structural subdivisions whose operational obligations include preparation of proposals on bringing the industry-specific legislation of Ukraine in line with the EU acquis (hereinafter the “structural subdivisions involved into bringing the legislation of Ukraine in line with the EU acquis”), and the structural subdivisions whose operational obligations include coordination of the European integration matters in the public authority (hereinafter the “structural subdivisions responsible for coordinating European integration”).

Determination of the professionals involved into performance of the functions aimed at fulfilment of Ukraine’s commitments in the field of European integration has been preconditioned by their actual performance of the respective tasks within the structural subdivision.

In order to trace the trend of certain indicators, the data from the Report following two surveys in the central executive authorities and other public authorities conducted to assess their capacity for performing EU acquis implementation tasks from the website of the NAUCS have been used.

Ninety-eight public authorities (their secretariats) and the Secretariat of the Cabinet of Ministers of Ukraine have been offered to participate in the needs analysis. In particular,

seventy-five of them have furnished respective information;

thirteen of them have informed of lack of competence or have not responded for security reasons;

eleven of them have not furnished any information.

## I. INSTITUTIONAL CAPACITY AND STAFFING OF PUBLIC AUTHORITIES

### 1.1. Institutional capacity and staffing of the structural subdivisions that take part in bringing the legislation of Ukraine in line with the EU acquis

#### Staffing of the structural subdivisions that take part in bringing the legislation of Ukraine in line with the EU acquis

In terms of this needs analysis, it is important to determine the staffing of the structural subdivisions that take part in bringing the legislation of Ukraine in line with the EU acquis (Annex 2).

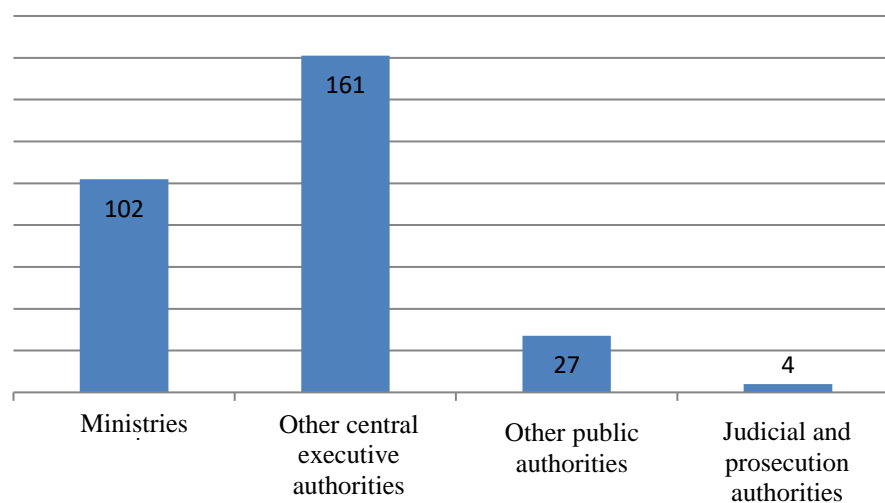
It has been established that 294 structural subdivisions are involved into bringing the legislation of Ukraine in line with the EU acquis in the public authorities<sup>2</sup>, including the following (Figure 1):

102 structural subdivisions of the ministries, which is 35%;

161 structural subdivisions of the other central executive authorities (hereinafter the “CEAs”), which is 55%;

27 structural subdivisions of the other public authorities<sup>3</sup>, which is 9%;

4 structural subdivisions of the judicial and prosecution authorities, which is 1%.



*Figure 1. Quantity of the structural subdivisions that take part in bringing the legislation of Ukraine in line with the EU acquis, by the type of the public authority*

The high level of involvement of the structural subdivisions of the other CEAs (other than the ministries) is explained by the fact that most of such CEAs are concurrently involved into bringing the legislation of Ukraine in line with the EU in several areas of the negotiation chapters, and/or are designated to be key responsible

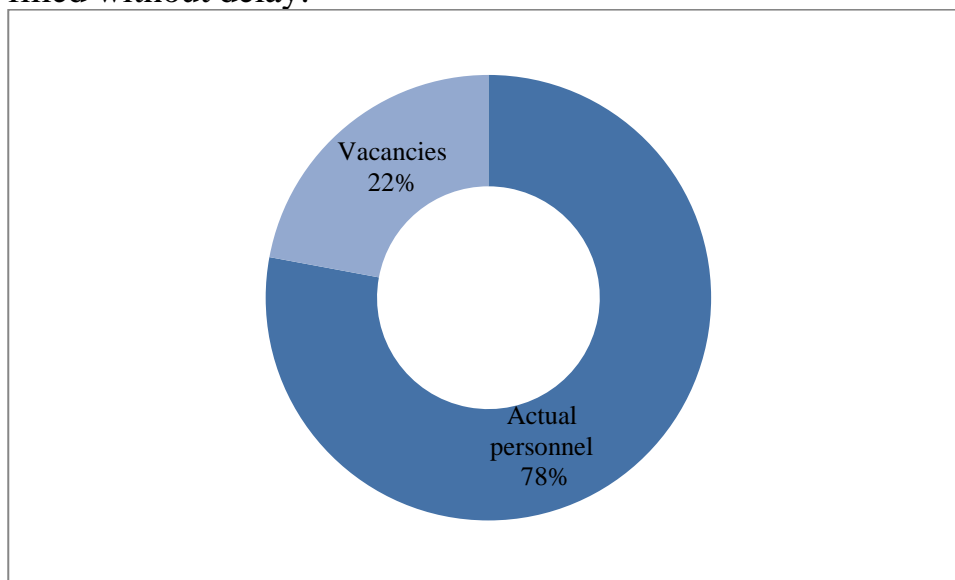
<sup>2</sup> According to the information furnished by the public authorities, the structural subdivisions responsible for coordinating European integration are also involved into bringing the legislation of Ukraine in line with the EU acquis. The information on the institutional capacity and staffing of the latter is furnished separately in Subtitle 1.2, Title I of this Report.

<sup>3</sup> When used herein, the other public authorities mean the public authorities and independent regulatory authorities that do not belong to the central executive authorities.



parties in the respective areas pursuant to the initial assessment the progress of implementation of the EU acquis in accordance with Resolution of the Cabinet of Ministers of Ukraine No. 189 of 28 February 2023 “On the approval of the Procedure for initial assessment of the progress of implementation of legal acts of the European Union (EU acquis)”.

The total manpower of the structural subdivisions that take part in bringing the legislation of Ukraine in line with the EU acquis is 9,232 positions, but there are only 7,193 actual employees. As 22% of the staffing capacity are vacancies (Figure 2), they must be filled without delay.

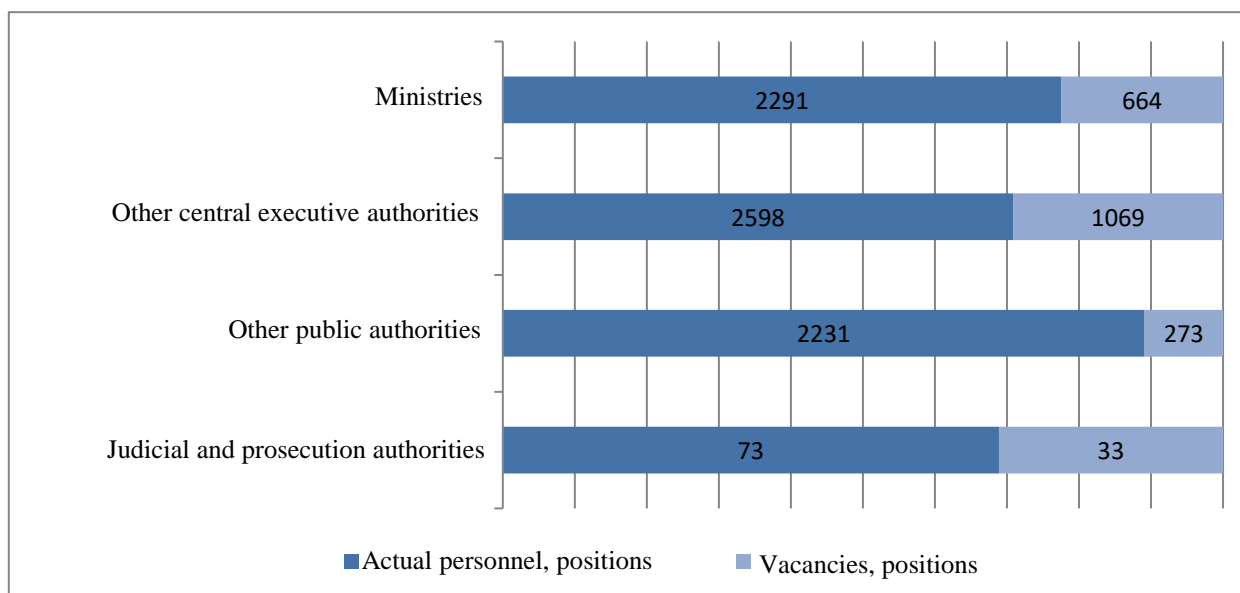


*Figure 2. Staffing level of the structural subdivisions that take part in bringing the legislation of Ukraine in line with the EU acquis*

There is a difference between the staffing level of the structural subdivisions that take part in bringing the legislation of Ukraine in line with the EU acquis subject to the type of the public authority (Figure 3). Thus, the employment level in these structural subdivisions in the ministries is 78% (2,291 positions), in the other CEAs — 71% (2,598 positions), in the other public authorities and the National Bank of Ukraine — 89% (2,231 positions), and in the judicial and prosecution authorities — 69% (73 positions).

The needs analysis also uses the information furnished by the Secretariat of the Verkhovna Rada of Ukraine whose duties in the field of European integration arise out of peculiarities of activities of the Verkhovna Rada of Ukraine as a sole legislative authority of the country. Thus, in pursuance of Resolution of the Verkhovna Rada of Ukraine No. 2483-IX of 29 July 2023 “On certain measures to fulfil Ukraine’s commitments in the field of European integration“, all the Committees of the Verkhovna Rada of Ukraine except for the Committee of the Verkhovna Rada of Ukraine on Ukraine's Integration into the European Union have established subcommittees on adaptation of the legislation of Ukraine to the EU acquis. The manning table of the secretariats of the respective parliamentary committees contains civil service positions with the functions established within the tasks associated with additional expert examination of draft laws in the field of

European integration. Legal expert examination of the draft laws prepared for consideration by the Verkhovna Rada of Ukraine as well as final legal expert examination of the adopted laws before signing thereof by the Chairperson of the Verkhovna Rada of Ukraine, which is carried out by the expert subdivisions of the Secretariat of the Verkhovna Rada of Ukraine, also include assessment of their conformity to the EU acquis.



*Figure 3. Staffing level of the structural subdivisions that take part in bringing the legislation of Ukraine in line with the EU acquis, by the type of the public authority*

Also, the Office of the President of Ukraine where each structural subdivision carries out expert examination of the draft laws that have been adopted by the Verkhovna Rada of Ukraine and received to be signed by the President of Ukraine, within its competence and in the prescribed manner, prepares their proposals on signing or imposing a veto over the laws, including the legislation of Ukraine brought in line with the EU acquis.

### **Allocation of the professionals involved into the functions to fulfil Ukraine's commitments in the field of European integration, by the type of the public authority**

Following the needs analysis, it has been established that the structural subdivisions involved into bringing the legislation of Ukraine in line with the EU acquis have only 28% of the actual employees who are directly involved into the functions to fulfil Ukraine's commitments in the field of European integration, in particular, bringing the industry-specific legislation of Ukraine in line with the EU acquis; the number of such employees is 2,011 persons. Moreover, it has been established that the professionals of the structural subdivisions involved into bringing the legislation of Ukraine in line with the EU acquis spend 61% of their working hours on average to perform their functions associated with fulfilment of Ukraine's commitments in the field of European integration. This indicator demonstrates the real time spent by the professionals to perform their functions to fulfil Ukraine's

commitments in the field of European integration. It is crucial for more realistic assessment of the capacity of the public authorities for providing human resources to these functions as it shows that the professionals are involved to perform other functions not associated with the commitments in the field of European integration to a considerable extent (39%).

It should be noted that data on the number of the professionals involved into the functions to bring the industry-specific legislation of Ukraine in line with the EU acquis, which were obtained in 2023, are comparable to the forecast indicators for 2022 (it was assumed that the professionals experienced in legislative approximation would be involved into bringing the legislation of Ukraine in line with the EU acquis in the first place. As of 2022, the number of such professionals was 61% of the professionals involved into formation of the policy, i.e. 1,988 persons).

In 2023, the analysis of allocation of the professionals involved into the functions to fulfil Ukraine's commitments in the field of European integration, by the type of the public authority, has demonstrated (Figure 4) the following:

37% of these professionals work for the ministries;

other 63% of the professionals work for the other CEAs, other public authorities and the National Bank of Ukraine, the judicial and prosecution authorities.

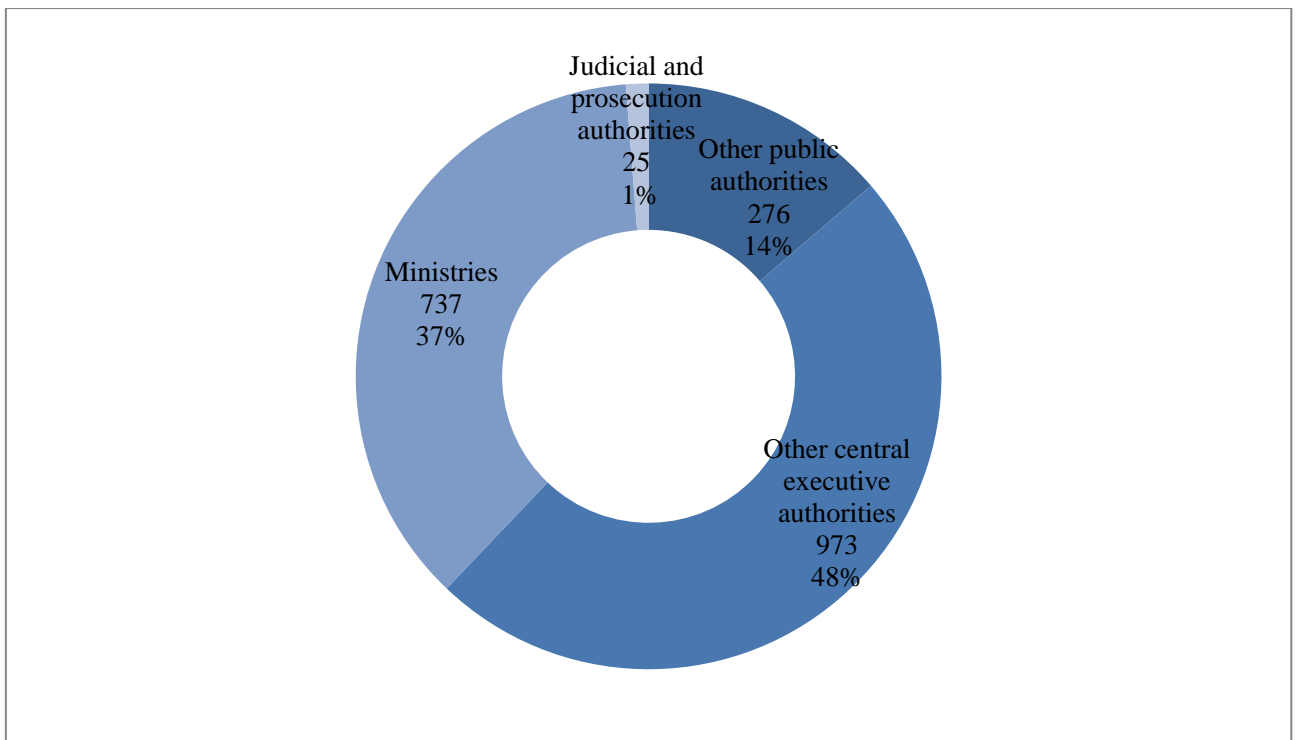


Figure 4. Allocation of the professionals involved into the functions to fulfil Ukraine's commitments in the field of European integration

48% out of 63% of the professionals involved into the functions work for the other central executive authorities (other than the ministries). The high level of their involvement is correlated to the data on the level of involvement of the structural subdivisions into bringing the legislation of Ukraine in line with the EU acquis, and is connected with the fact that most of such CEAs are concurrently involved into

bringing the legislation of Ukraine in line with the EU acquis in several areas of the negotiation chapters, and/or are designated to be key responsible parties in the respective areas pursuant to the initial assessment the progress of implementation of the EU acquis in accordance with Resolution of the Cabinet of Ministers of Ukraine No. 189 of 28 February 2023 “On the approval of the Procedure for initial assessment of the progress of implementation of legal acts of the European Union (EU acquis)”. Furthermore, the manpower in these CEAs is often the same as or more than in the ministries.

### **Ratio of the professionals involved into the functions to fulfil Ukraine’s commitments in the field of European integration and the actual employees**

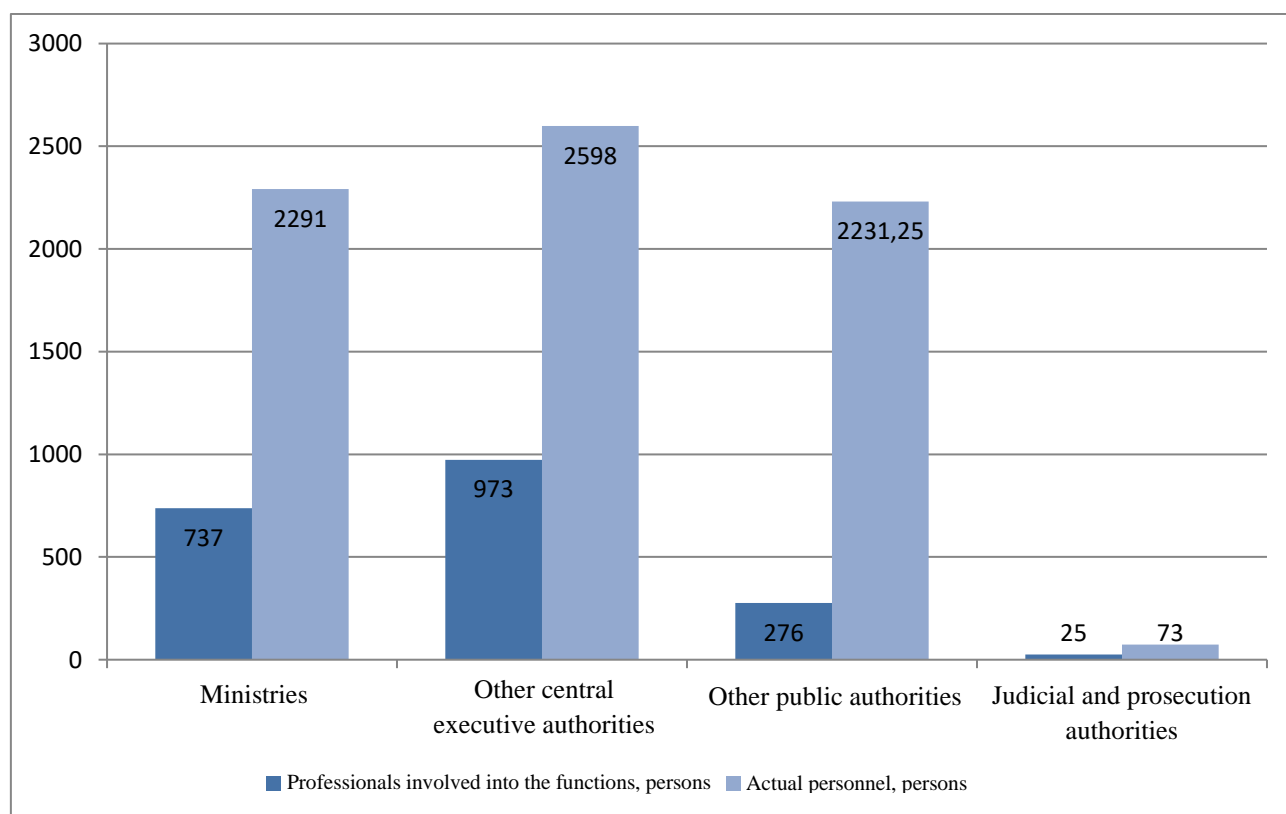
At the same time, the number of the professionals involved into the functions to fulfil Ukraine’s commitments in the field of European integration against the number of the actual employees in the public authorities is as follows (Figure 5):

ministries — 32% (737 professionals out of 2,291 actual employees);

other CEAs — 37% (973 professionals out of 2,598 actual employees);

other public authorities and National Bank of Ukraine — 12% (276 professionals out of 2,231 actual employees);

judicial and prosecution authorities — 34% (25 professionals out of 73 actual employees).



*Figure 5. Allocation of the professionals involved into the functions to fulfil Ukraine’s commitments in the field of European integration and actually employed, by the type of the public authority*

As for the ministries, the largest number of the professionals involved into the functions to fulfil Ukraine’s commitments in the field of European integration has

been registered in the Ministry of Finance of Ukraine (98 persons), the Ministry of Economy of Ukraine (90 persons), the Ministry of Justice of Ukraine (74 persons), the Ministry of Internal Affairs of Ukraine (59 persons), the Ministry of Agrarian Policy and Food of Ukraine (58 persons) etc. (Figure 6).

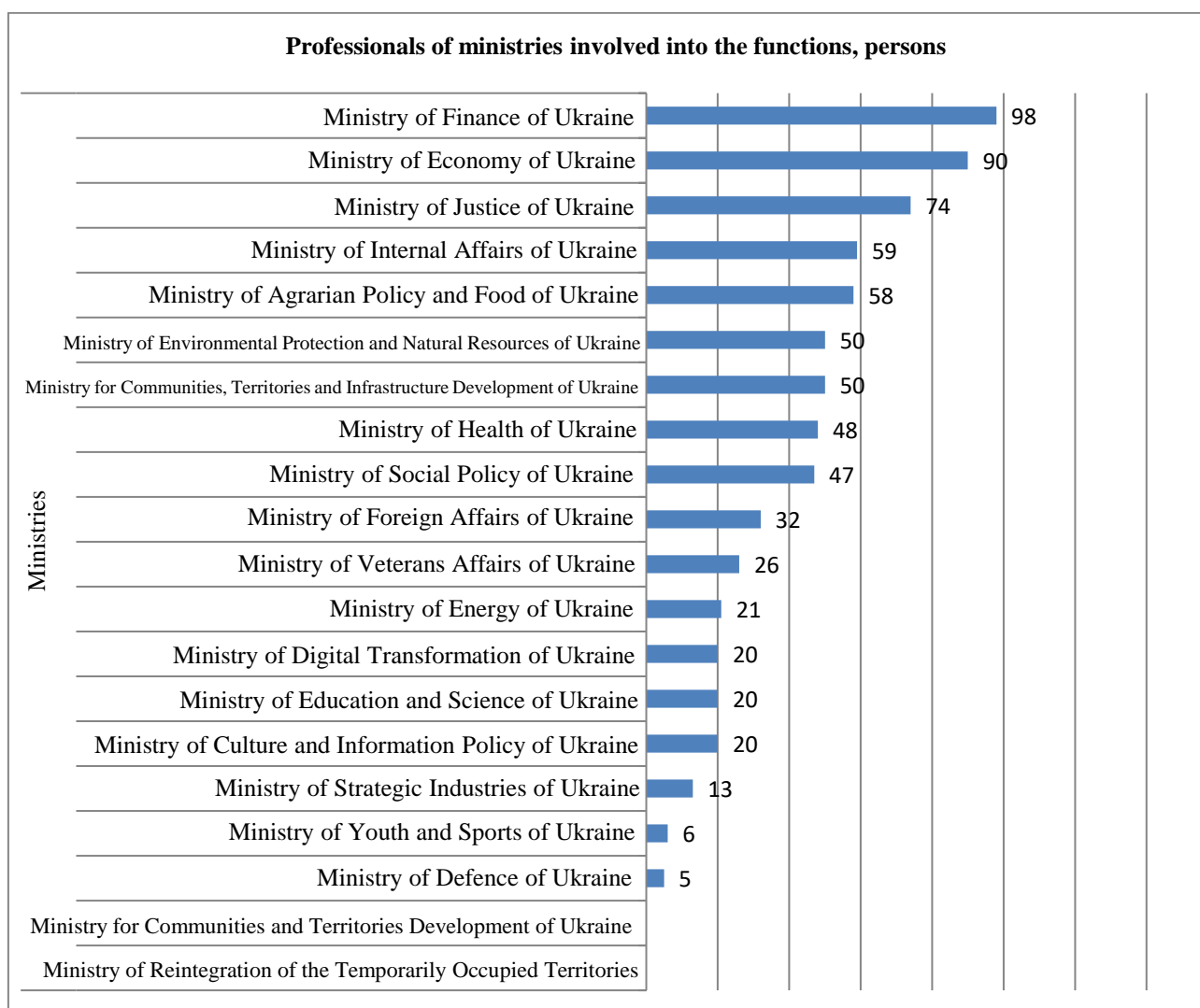
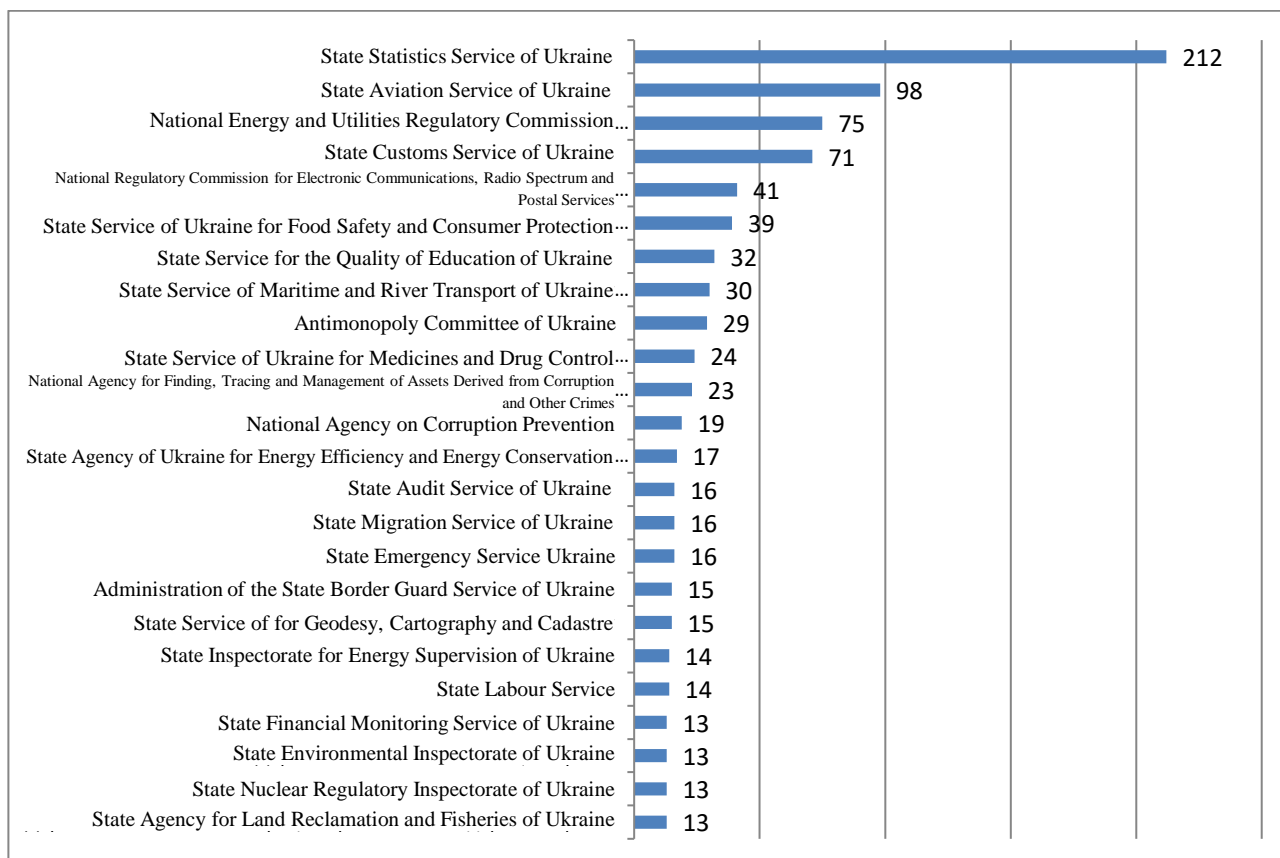


Figure 6. Allocation of the professionals involved into the functions to fulfil Ukraine's commitments in the field of European integration, by the ministries

The CEAs (except for the ministries) with the highest level of the professionals involved into the functions to fulfil Ukraine's commitments in the field of European integration are as follows: the State Statistics Service of Ukraine (212 persons); the State Aviation Service of Ukraine (93 persons); the National Energy and Utilities Regulatory Commission (75 persons); the State Customs Service of Ukraine (71 persons); the National Regulatory Commission for Electronic Communications, Radio Spectrum and Postal Services (41 persons). Thus, more than a half of the professionals of the CEAs (except for the ministries) involved into the functions to fulfil Ukraine's commitments in the field of European integration (52%) are concentrated in these CEAs (Figure 7).

These surveys have demonstrated that the expertise connected with bringing the industry-specific legislation of Ukraine in line with the EU acquis is centred not only

in the ministries, but also in the other public authorities (CEAs in the first place). Therefore, the CEAs will play a major role in legislative approximation. Also, when enhancement of the institutional capacity and staffing of the public authorities and organisation of professional training are planned, the professionals of the CEAs should be involved at the same level as the professionals of the ministries.



*Figure 7. CEAs (except for the ministries) with the highest level of the professionals involved into the functions to fulfil Ukraine's commitments in the field of European integration*

### **Allocation of the professionals involved into the functions to fulfil Ukraine's commitments in the field of European integration, by the negotiation chapters**

The data analysis has established allocation of the professionals involved into the functions to fulfil Ukraine's commitments in the field of European integration, by the negotiation chapters (this information has been mostly furnished by the public authorities being key responsible parties by the areas of the negotiation chapters). In 2022 and 2023, there is uneven allocation of the professionals involved into the functions to fulfil Ukraine's commitments in the field of European integration, by the negotiation chapters. It has been caused by the fact that, since the chapters differ by the quantity of fields and the work load, the number of the professionals involved for each negotiation chapter will also vary.

In 2023, the allocation of professionals by the negotiation chapters has materially changed (Figure 8), as it was forecast during the analysis of the institutional capacity and staffing in 2022. Thus, whereas in 2022 the largest number of professionals was involved for the negotiation chapters "15. Energy", "14. Transport policy", "31. Foreign, security and defence policy", "18. Statistics", "24.

Justice, freedom and security”, “27. Environment”, and “19. Social policy and employment“, in 2023 the chapters are “27. Environment”, “15. Energy”, “11. Agriculture and rural development”, “1. Free movement of goods”, “24. Justice, freedom and security”, “30. External relations”, “12. Food security, veterinary and phytosanitary policy”, “18. Statistics”.

Therefore, when it comes to the chapters “15. Energy”, “18. Statistics”, “24. Justice, freedom and security”, and “27. Environment”, the number of the professionals involved has been consistently high.

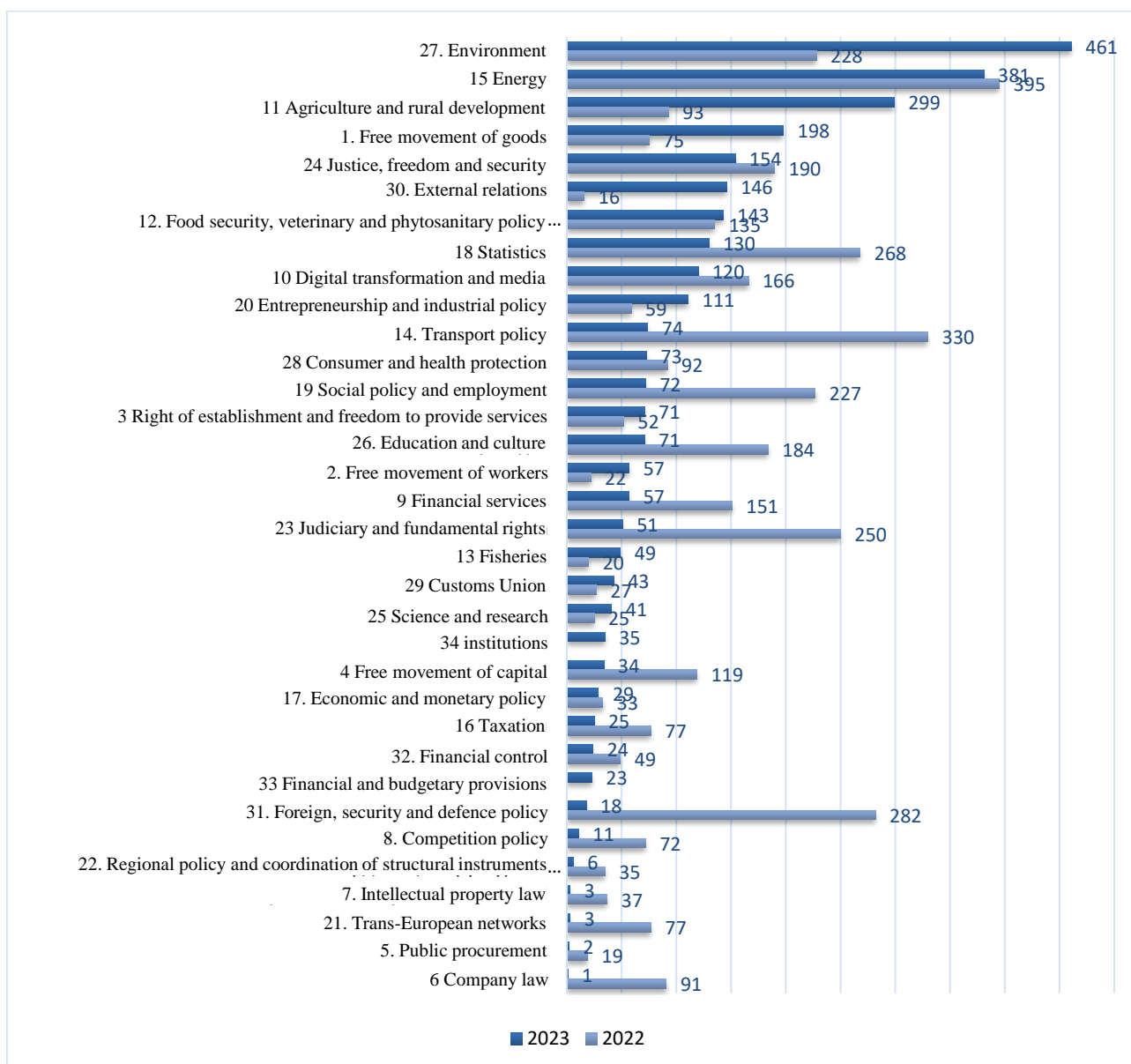


Figure 8. Allocation of the professionals involved into the functions to fulfil Ukraine’s commitments in the field of European integration, by the negotiation chapters

The difference in the data obtained in 2022 and 2023 is caused by the fact that there was no act assigning respective areas of the negotiation chapters to each public authority in 2022, so the public authorities had to decide on the level of their involvement into the negotiation chapters on their own, based on the methodology that contained the approximate list of the areas of the negotiation chapters determined

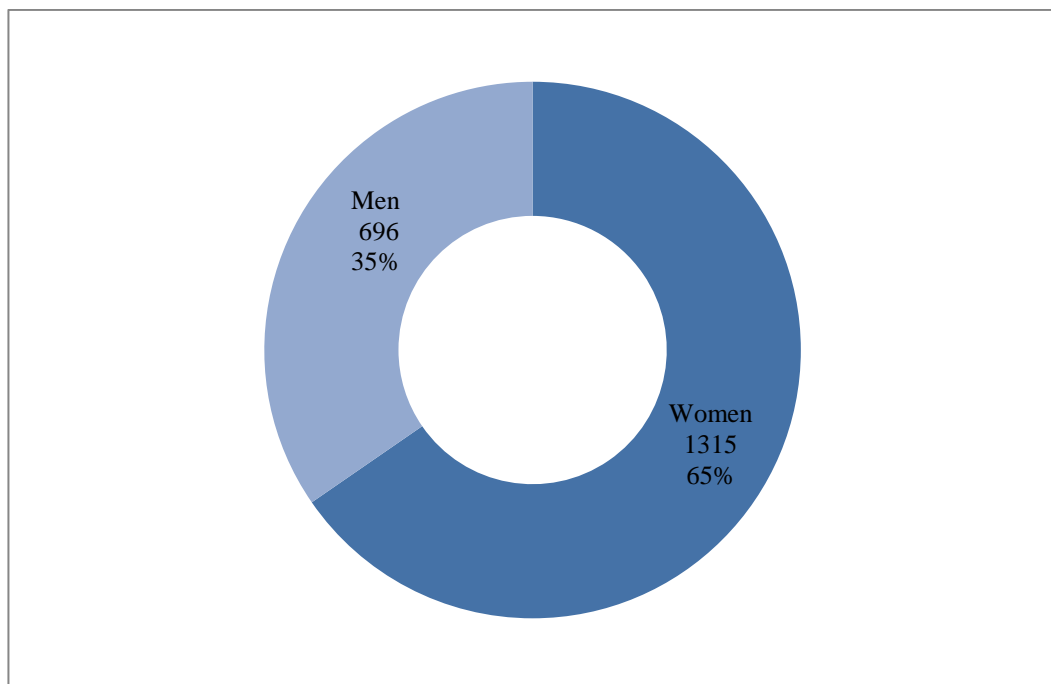


via the analysis of the National Programmes for Adaptation of the EU Acquis of the states being candidates for accession to the EU. In their turn, in 2023, the public authorities furnished the updated information with account of the initial assessment of the progress of implementation of legal acts of the EU in Resolution of the Cabinet of Ministers of Ukraine No. 189 of 28 February 2023 “On the approval of the Procedure for initial assessment of the progress of implementation of legal acts of the European Union (EU acquis)”, within which the public authorities were given the list of the key responsible party for each negotiation chapter and the key and involved responsible parties for each area of the respective negotiation chapter as well as the list of the EU acquis to be analysed.

It should be noted that after the initial assessment is completed, and the National Programme for Implementation of the Legislation of Ukraine in Line with the EU Acquis, the number of the professionals involved into the functions to fulfil Ukraine’s commitments in the field of European integration can also change in the future.

### **Allocation of the professionals involved into the functions to fulfil Ukraine’s commitments in the field of European integration by the gender**

The gender composition of the professionals involved into the functions to fulfil Ukraine’s commitments in the field of European integration is mostly represented by women, i.e. 65% (Figure 9).



*Figure 9. Gender composition of the professionals involved into the functions to fulfil Ukraine’s commitments in the field of European integration*

This trend (with a minor deviation) persists in each type of the public authority, except for the judicial and prosecution authorities (Figure 10).



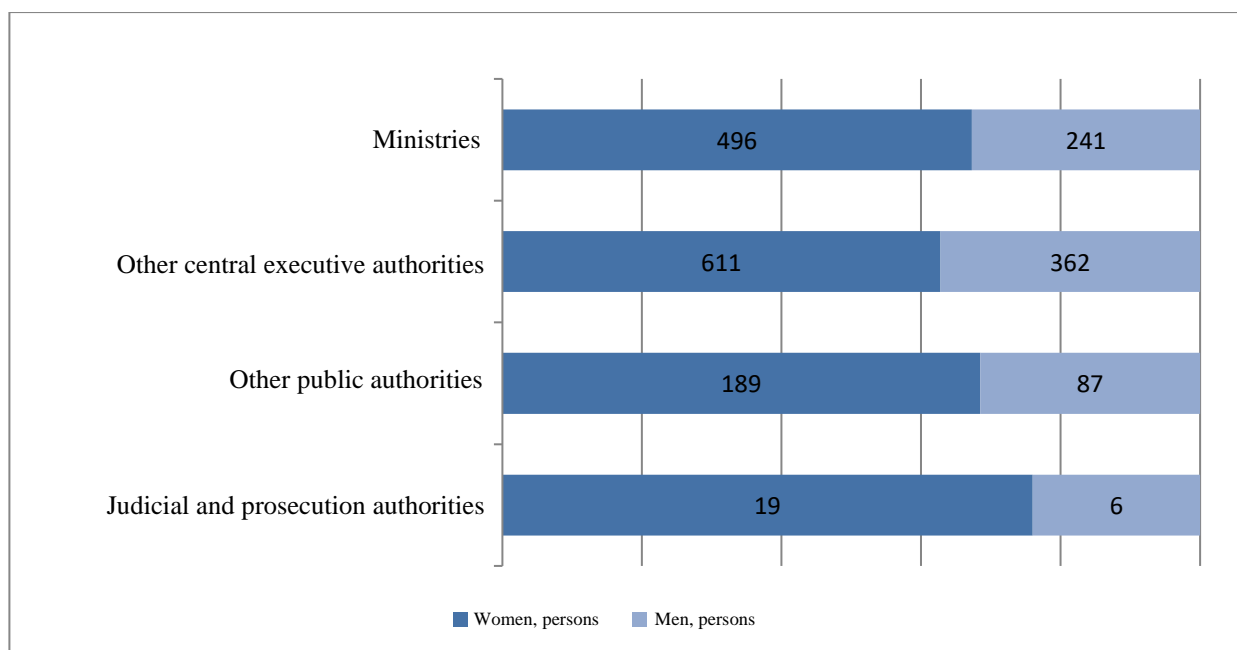


Figure 10. Gender composition of the professionals involved into the functions to fulfil Ukraine's commitments in the field of European integration, by the type of the public authority

### English language level

Knowledge of English is one of the preconditions for the professionals' readiness to perform their tasks in the field of European integration: legislative screening, legislative approximation, and preparation for negotiations. Speaking English at B1 level (pursuant to the general European language framework) is believed to be the level that enables dealing with the tasks in the field of European integration, comparing the legislation, and bringing it in line with the EU acquis. In general, according to the public authorities, 764 out of 2,011 professionals involved into the functions to fulfil Ukraine's commitments in the field of European integration speak English at B1 or a higher level, which is 38%. It is 5% less than in 2022 (43%). In the opinion of the public authorities, a decline in the number of the professionals who speak a English at the high level can be explained with the staff turnover caused by the low level of salaries paid to the professionals with the skills necessary to perform tasks in the field of European integration, especially against the background of the growing work load.

In 2023, the number of the professionals involved into the functions to fulfil Ukraine's commitments in the field of European integration who speak English at B1 or a higher level, by the type of the public authority, is as follows (Figure 11):

- ministries — 39% (286 professionals);
- other CEAs — 33% (317 professionals);
- other public authorities — 53% (146 professionals);
- judicial and prosecution authorities — 60% (15 professionals).

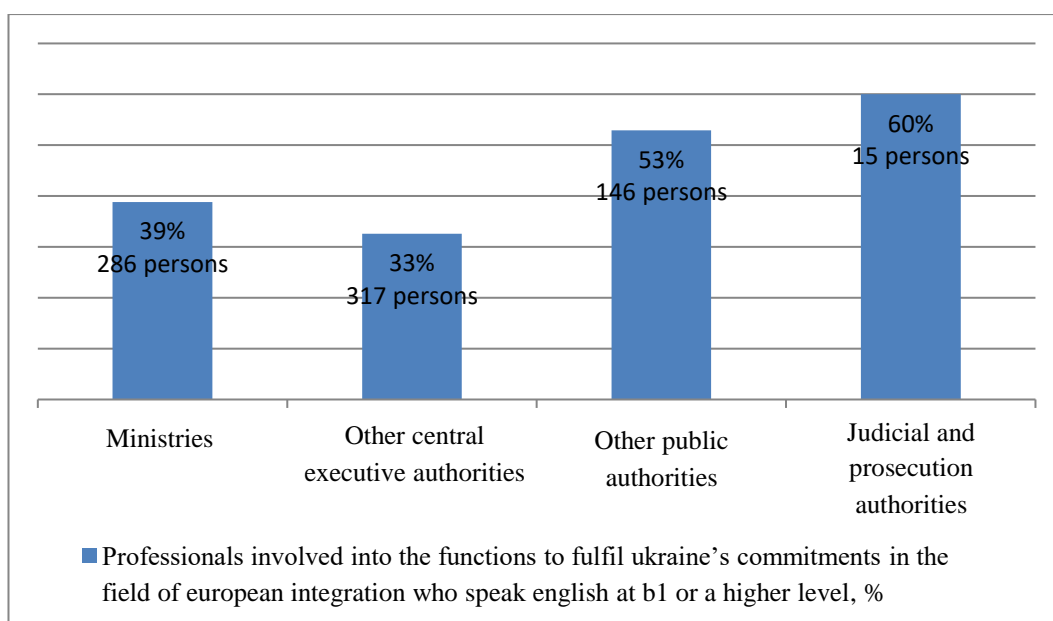


Figure 11. English language level of B1 or higher

## 1.2. Coordination and institutional support of implementation of the European integration policy

Ukraine currently has the institutional mechanism for coordinating development and implementation of the state policy in the field of European integration. The Government Office for Coordination on European and Euro-Atlantic Integration (hereinafter referred to as the “Government Office”), which is responsible for organisational, expert, analytical and information support of operations of the Cabinet of Ministers of Ukraine in the field of European integration, was established at the Secretariat of the Cabinet of Ministers of Ukraine in 2014.

According to the Regulation on the Government Office approved by Resolution of the Cabinet of Ministers of Ukraine No. 759 of 4 October 2017, the key tasks of the Government Office in the field of European integration include coordination of operations of the executive authorities to develop and implement the actions in pursuance of the Association Agreement between the European Union and the European Atomic Energy Community and their Member States, of the one part, and Ukraine, of the other part (hereinafter the “Association Agreement”), other international treaties of Ukraine on European integration and arrangements between Ukraine and the EU; coordination of the adaptation of the legislation of Ukraine to EU acquis; planning, monitoring and assessment of performance of European integration tasks, including in pursuance of the Association Agreement; coordination of activities of the executive authorities to draft legislative and other legal and normative acts in pursuance of the Association Agreement, other international treaties of Ukraine on European integration, and arrangements between Ukraine and the EU.

The Government Office currently has thirteen expert groups responsible for fulfilment of Ukraine's commitments in the field of European integration. The actual number of the persons involved into fulfilment of Ukraine's commitments in the field of European integration as well as responsible for bringing the legislation of Ukraine

in line with the EU acquis is forty-seven persons, including seventeen men and thirty women. The manpower of the respective structural subdivisions is fifty-five persons.

Upon receipt of the European Commission's recommendations on further priority reforms and steps to be taken by Ukraine on the path to the EU membership for all negotiation chapters, the work is continued to coordinate activities of the executive authorities for all thirty-five chapters that will be used in the negotiations on Ukraine's accession to the EU. The adaptation of the legislation of Ukraine to the EU acquis is also under way.

Moreover, the institute of deputy ministers for European integration, who coordinated activities of the ministries in the field of European integration of Ukraine, was introduced as a part of the public administration reform in 2014. As for the other public authorities, overall coordination of development and implementation of the state policy for European integration is carried out by deputy heads of such authorities pursuant to their duties, and members of collegial public authorities. Fifty-three out of seventy-five public authorities have furnished information on the senior executives responsible for the matters of European integration. These positions are held by thirty-nine men and fourteen women in the public authorities.

At the same time, the ministries have directorates for strategic planning and European integration, and their powers include coordination of the ministry's activities in connection with European integration, cooperation with international organisations and international financial institutions. Independent structural subdivisions responsible for European integration have been established in all the other CEAs (except for the ministries) and other public authorities; also, respective functions have been imposed upon other structural subdivisions (mostly structural subdivisions responsible for international cooperation) as additional ones. In fourteen public authorities except for the ministries, the matters of European integration are handled by the specialised structural subdivisions. Another exception is the institution subordinated to the NAUCS, namely the Center for Adaptation of the Civil Service to the Standards of the EU. In the National Bank of Ukraine, this matter has been entrusted to the European Integration Division of the Directorate for European and International Relations of the International Cooperation Department.

In order to enhance the staffing capacity of the CEAs (except for the ministries) and other public authorities, it is necessary to designate individual structural subdivisions or professionals that will be able to ensure coordination of work in the field of European integration in the public authority and prompt communication with the superior public authorities. The separate base of such professionals should be created and updated on a regular basis, with the advanced telecommunication means applied for prompt communication.

At the same time, the National Agency of Ukraine for Civil Service (and subordinated institutions: the Center for Adaptation of the Civil Service to the Standards of the European Union and the High School of Public Governance) offer institutional support of implementation of the European integration policy in Ukraine.

The NAUCS as the central executive authority that ensures development of and implements the state policy in the area of civil service shall:

coordinate the activities in connection with professional training of civil servants in the field of European integration and advancement of their foreign language skills (in the Language Centre of the High School of Public Governance and as a part of cooperation with EF Language Learning Solutions Ltd);

form the efficient civil servant professional training system;

improve the regulatory framework for professional training of civil servants (Resolutions of the Cabinet of Ministers of Ukraine No. 1028 of 10 September 2022 “On approving the Regulation on organising professional training of civil servants, senior executives of state-owned enterprises, institutions and organisations with the funds of ITA and other forms of international cooperation” and No. 990 of 15 September 2023 “Certain matters of organisation of professional training of civil servants and local self-government officials abroad”);

administer the knowledge management portal in the field of professional training “Knowledge Management Portal”;

enhance the staffing capacity of the public authorities in the context of performance of the Association Agreement.

The Center for Adaptation of the Civil Service to the Standards of the European Union shall:

grant expert and analytical support in the field of adaptation of public administration and civil service to the EU standards, namely by organising the work to use the institutional tools in Ukraine efficiently;

ensure quality functional examinations and expert and analytical studies, in particular, the ones on European integration;

assist in improvement of the operational standards and procedures for civil servants, activities of the public authorities and local self-government bodies, namely with account of the best practices of the EU Member States;

be the national provider and coordinator of the EU Twinning and TAIEX tools and cooperation with the OECD SIGMA Programme (Support for Improvement in Governance and Management);

perform functions of the Twinning Programme Administration Office, which was established in order to raise awareness of the public authorities of use of the institutional development tools of Twinning and TAIEX and to coordinate the process of their implementation;

have the status of the Ukrainian National CAF Resource Center (quality management model) while its designated employees shall have the status of national correspondents.

According to the Priority Action Plan of the Government for 2023 approved by Ordinance of the Cabinet of Ministers of Ukraine No. 221-p of 14 March 2023, the NAUCS and the High School of Public Governance were given the tasks to conduct training of the civil servants responsible for planning, coordinating, monitoring and preparing reports on fulfilment of Ukraine’s commitments in the field of European integration as well as approximation of the legislation of Ukraine to the EU acquis.

Pursuant to the operational plan for implementation the Communication Strategy on European Integration of Ukraine until 2026 approved by Ordinance of the

Cabinet of Ministers of Ukraine No. 1155-p of 9 February 2022, the advance training programmes for European integration are developed and approved (since one of its priority tasks is to introduce the training system for officials of the public authorities, institutions and bodies in connection with European integration).

In their turn, different providers in the professional training system offer around 100 advance training programmes on European integration. The High School of Public Governance alone has implemented nineteen advance training programmes on European integration in 2023.

In total, more than 9,730 public servants have already been trained on European integration in the High School of Public Governance and sixteen regional advance training centres in 2023.

At the same time, the needs to train professionals on different aspects of European integration remain quite high. In 2024-2026, around thirty-one thousand professionals are going to improve their qualifications in the field of European integration, including more than ten thousand persons in 2024.

The principal tasks in the field of European integration pursuant to the High School Development Strategy for 2023-2028 are as follows:

- to develop new training programmes for civil servants and local self-government officials in the field of European integration;

- to organise foreign language classes for professionals in public administration (English, French);

- to develop cooperation with educational establishments, and to form the national network of organisations and institutions that offer European integration training;

- to assist in regular assessment of needs for civil servants and local self-government officials in the field of European integration;

- to form the effective pool of lecturers and trainers in the field of European integration, and to organise their training;

- to develop and introduce new tools to organise the training process for civil servants and local self-government officials in the field of European integration (in particular, online training etc.);

- to participate in organisation of practical training for professionals and experts on European integration in the public authorities and local self-government bodies;

- to organise educational trips for the Ukrainian public servants to the European institutions and public authority of the EU Member States.

### **Human resources of the structural subdivisions responsible for coordinating European integration**

According to the public authorities (Annex 2), European integration is coordinated by sixty-seven structural subdivisions (Figure 12), including the following:

- 19 — in the ministries;

- 39 — in the other central executive authorities;

- 6 — in the other public authorities;

- 3 — in the judicial and prosecution authorities.

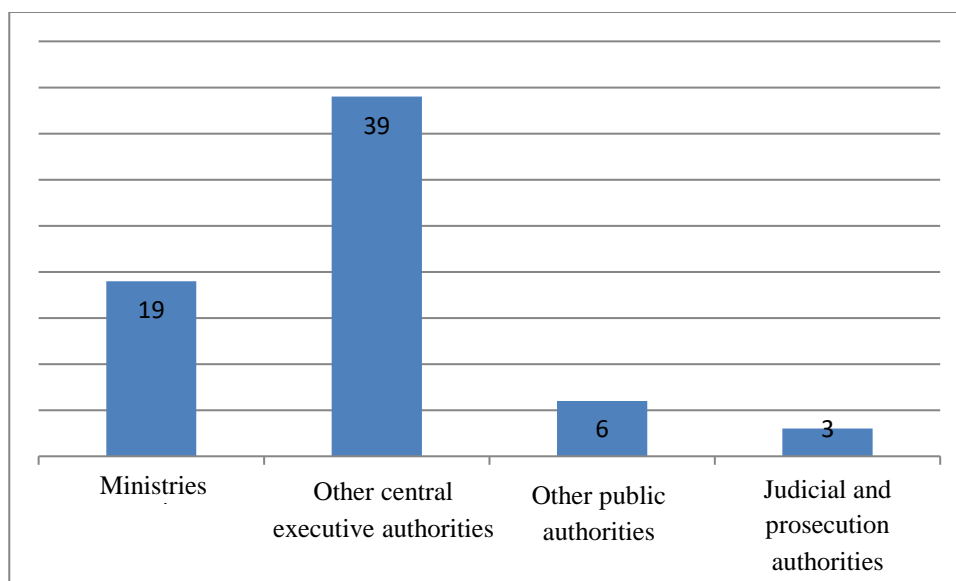


Figure 12. Quantity of the structural subdivisions responsible for coordinating European integration, by the type of the public authority

The total manpower of professionals in the structural subdivisions responsible for coordinating European integration is 872 positions, with 590 of them filled, so the staffing level of these structural subdivisions is 68%. It is 12% more than in 2022 (56%).

In the public authorities, the staffing level of the structural subdivisions responsible for coordinating European integration is as follows (Figure 13):

ministries — 69% (193 positions);

other CEAs — 65% (328 positions);

other public authorities — 69% (31 positions);

judicial and prosecution authorities — 83% (38 positions).

Therefore, the other CEAs have the highest need to fill their vacancies.

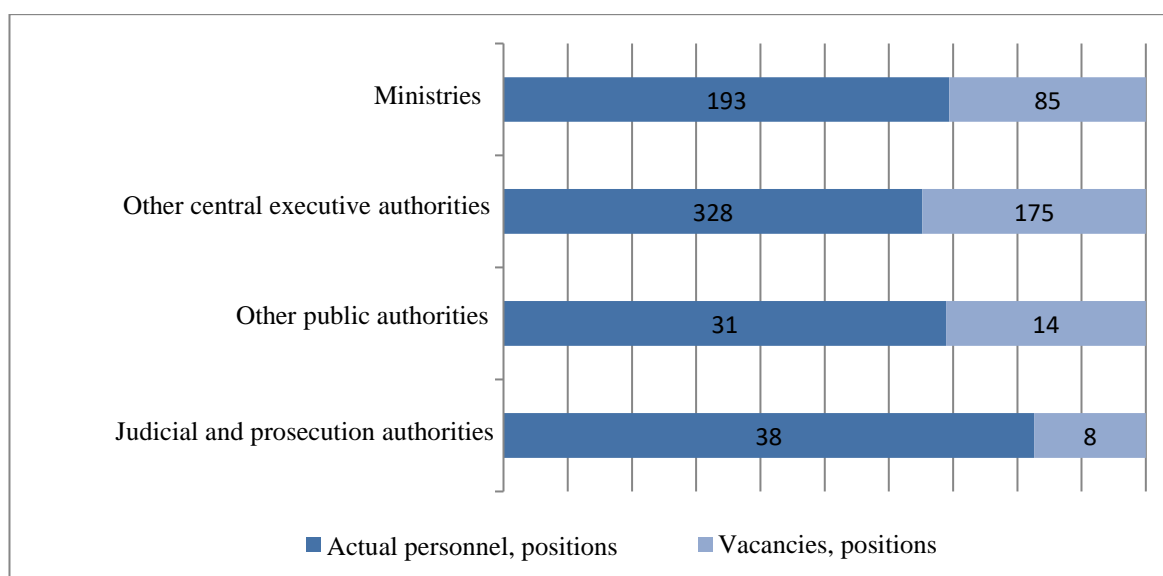


Figure 13. Staffing level of the structural subdivisions responsible for coordinating European integration, by the type of the public authority

**Allocation of the professionals of the structural subdivisions responsible for coordinating European integration who are involved into the functions to fulfil Ukraine's commitments in the field of European integration**

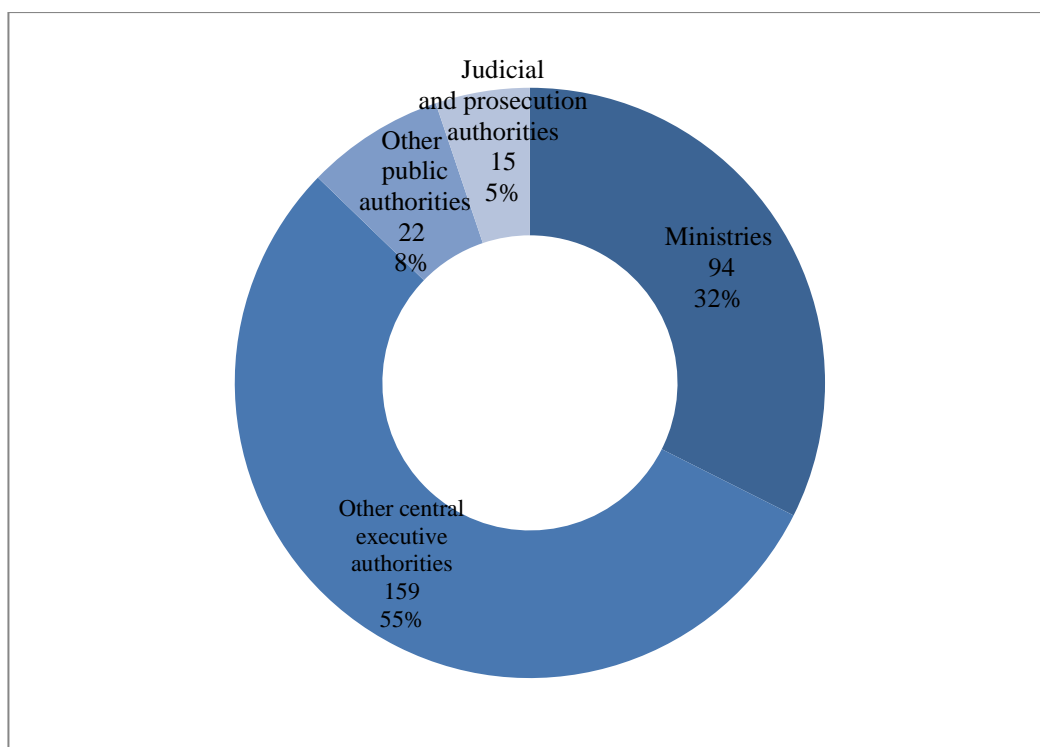
It has been established that 290 out of actual 590 employees, which is 49%, are involved into performance of the functions aimed at fulfilment of Ukraine's commitments in the field of European integration, namely coordination, monitoring and notification of European integration, in the structural subdivisions responsible for coordinating European integration. Moreover, they spend 75% of their working hours to perform these functions on average. As for the professionals in the ministries, this indicator is higher and makes 88% of the working hours.

The analysis of allocation of the professionals involved into the functions to fulfil Ukraine's commitments in the field of European integration by the type of the public authority has demonstrated (Figure 14) that:

32% of these professionals work for the ministries;

other 68% of the professionals work for the other public authorities and the judicial and prosecution authorities.

55% out of 68% of the professionals involved into the functions to fulfil Ukraine's commitments in the field of European integration work for the other CEAs (other than the ministries). There is a high level of involvement of the professionals from such CEAs into fulfilment of Ukraine's commitments in the field of European integration, which can be connected with the fact that the professionals from these structural subdivisions are involved both into the functions to coordinate, monitor and notify of European integration and some functions to bring the industry-specific legislation of Ukraine in line with the EU acquis. In particular, the international cooperation structural subdivisions in the Ukrainian Geological Survey, the State Agency of Water Resources of Ukraine perform the functions of both coordinating European integration and bringing the legislation of Ukraine in line with the EU acquis.



*Figure 14. Allocation of the professionals of the structural subdivisions responsible for coordinating European integration who are involved into the functions to fulfil Ukraine's commitments in the field of European integration*

### **Ratio of the professionals involved into the functions to fulfil Ukraine's commitments in the field of European integration and the actual employees**

At the same time, the number of the professionals involved into the functions to fulfil Ukraine's commitments in the field of European integration against the number of the actual employees in the public authorities is as follows (Figure 15):

- ministries — 49% (94 out of 193 actual employees);
- other CEAs — 48% (159 out of 328 actual employees);
- other public authorities — 71% (22 out of 31 actual employees);
- judicial and prosecution authorities — 39% (15 out of 38 actual employees).

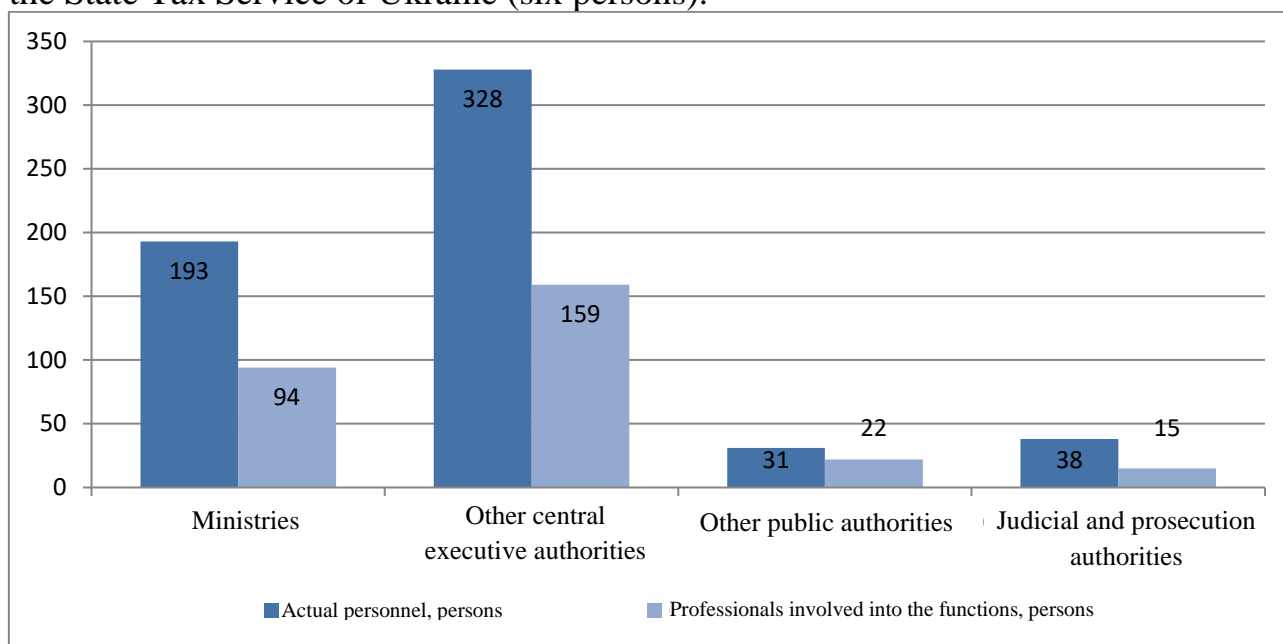
The largest number of the professionals of the structural subdivisions responsible for coordinating European integration who are involved into the functions to fulfil Ukraine's commitments in the field of European integration is concentrated in the following public authorities:

among the ministries — in the Ministry of Foreign Affairs of Ukraine (seventeen persons), the Ministry of Justice of Ukraine (eleven persons), the Ministry of Economy of Ukraine (ten persons), the Ministry of Agrarian Policy and Food of Ukraine (six persons), the Ministry of Veterans Affairs of Ukraine (six persons), the Ministry for Communities, Territories and Infrastructure Development of Ukraine (six persons), and the Ministry of Energy of Ukraine (five persons);

among the other CEAs — in the Administration of the State Service for Special Communication and Information Protection (eleven persons), the State Statistics Service of Ukraine (eleven persons), the National Energy and Utilities Regulatory Commission (ten persons), the State Emergency Service of Ukraine (ten persons), the



National Agency for Finding, Tracing and Management of Assets Derived From Corruption and Other Crimes (six persons), the State Customs Service of Ukraine (six persons), the State Agency for Restoration and Development of Infrastructure of Ukraine (six persons), the Bureau of Economic Security of Ukraine (six persons), and the State Tax Service of Ukraine (six persons).

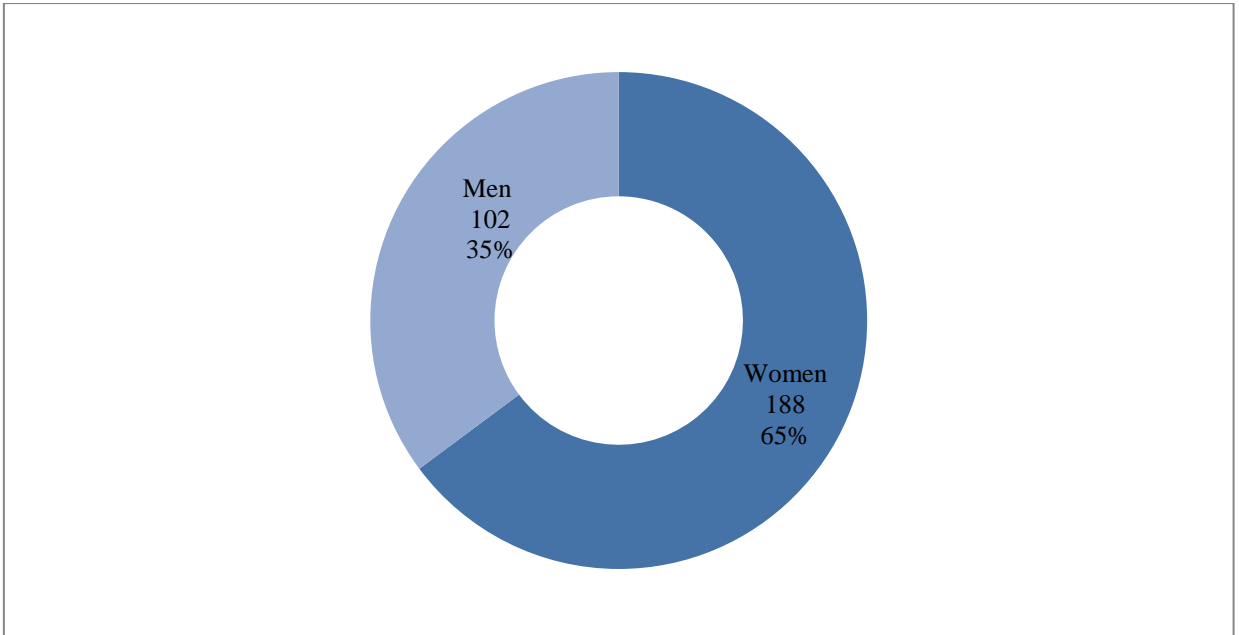


*Figure 15. Allocation of the professionals of the structural subdivisions responsible for coordinating European integration who are involved into the functions to fulfil Ukraine's commitments in the field of European integration and the actual employees, by the type of the public authority*

It should be separately noted that the functions to coordinate European integration are also performed by nine persons in the Accounting Chamber and in the Prosecutor General's Office and by five persons in the Office of the President of Ukraine and the National Bank of Ukraine.

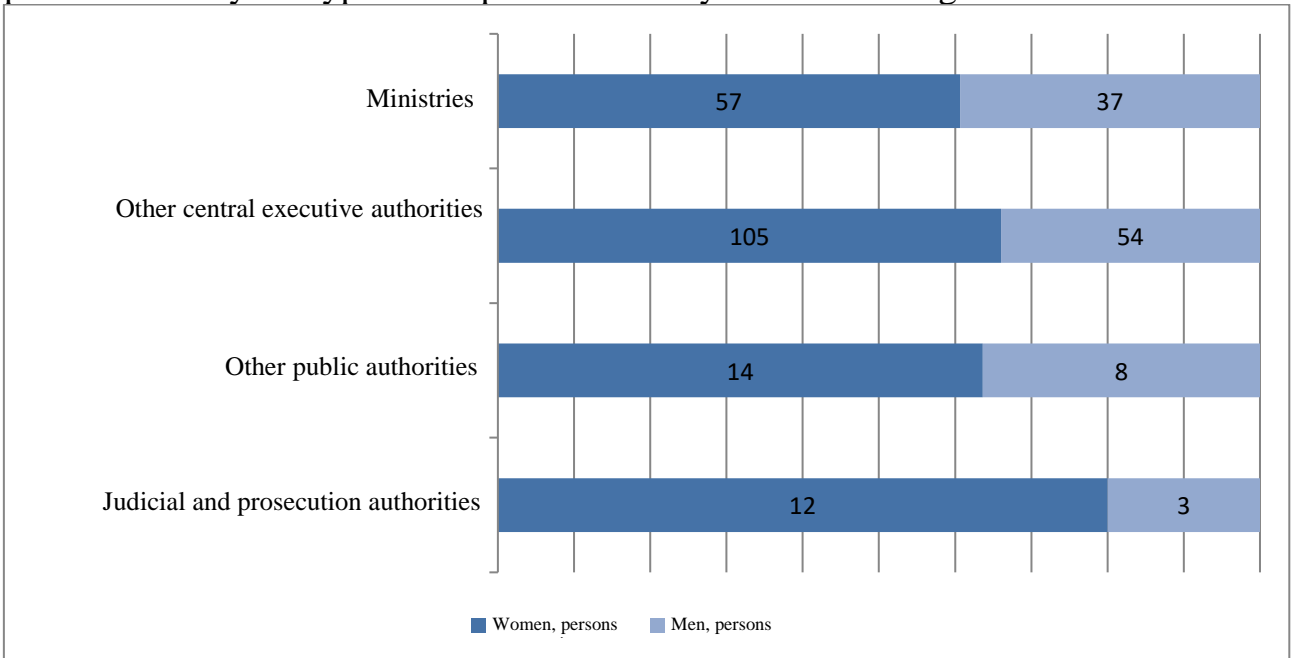
### **Allocation of the professionals by gender**

It has been established by the analysis that there are 188 women and 102 men out of 290 professionals of the structural subdivisions responsible for coordinating European integration who are involved into the functions to fulfil Ukraine's commitments in the field of European integration, which makes 65% and 35% accordingly (Figure 16).



*Figure 16. Gender composition of the professionals of the structural subdivisions responsible for coordinating European integration who are involved into the functions to fulfil Ukraine's commitments in the field of European integration*

This trend (with a minor deviation) persists in each type of the public authority, except for the judicial and prosecution authorities. The gender composition of the professionals by the type of the public authority is shown in Figure 17.



*Figure 17. Gender composition of the professionals of the structural subdivisions responsible for coordinating European integration who are involved into the functions to fulfil Ukraine's commitments in the field of European integration, by the type of the public authority*

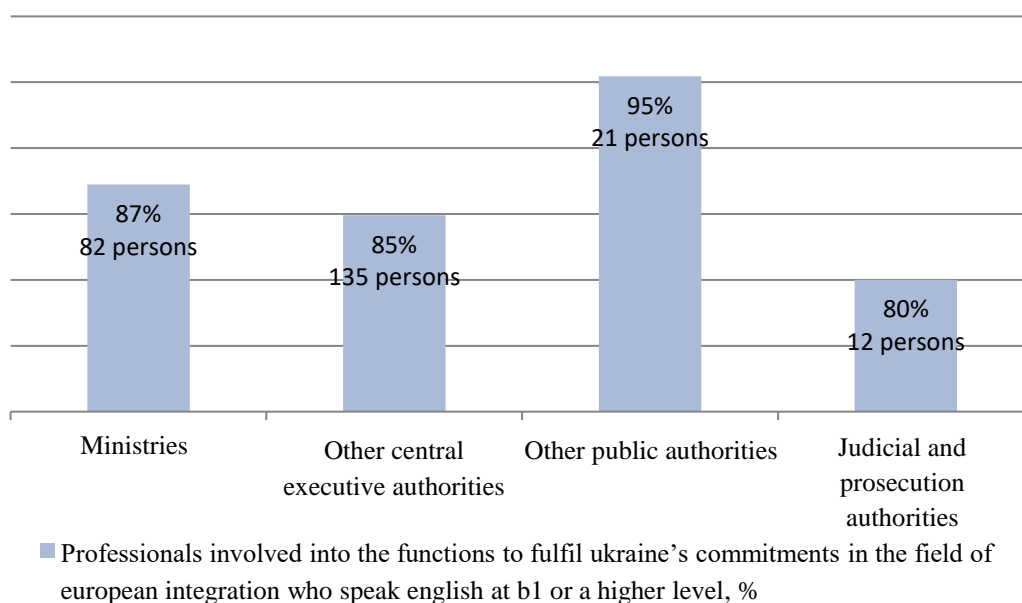
### **English language level**

In general, according to the public authorities, 86% of the professionals of the structural subdivisions responsible for coordinating European integration who are

involved into the functions to fulfil Ukraine's commitments in the field of European integration speak English at B1 or a higher level. It means that this indicator has not changed in 2023 and remains at the level of 2022.

The number of the professionals determined by the type of the public authority is (Figure 18):

- ministries — 87% (82 professionals);
- other CEAs — 85% (135 professionals);
- other public authorities — 95% (21 professionals);
- judicial authorities — 80% (12 professionals).



*Figure 18. English language level of B1 or higher*

The allocation of the results by the public authorities has demonstrated that the number of the professionals of the structural subdivisions responsible for coordinating European integration who speak English at B1 or a higher level is quite high among all the public authorities.

## II. INSTITUTIONAL CAPACITY AND STAFFING NEEDS OF PUBLIC AUTHORITIES

The needs of the public authorities as to professional support of adaptation of the legislation of Ukraine to the EU acquis, conformity of the legislative acts to Ukraine's commitments in the field of European integration and EU acquis, and fulfilment of the other international legal commitments of Ukraine in the field of European integration have been studied, including the following:

- demand for the additional number of the professionals to be involved into the functions to fulfil Ukraine's commitments in the field of European integration;

- demand for new offices (positions) and new structural subdivisions;

- demand for professional training of professionals (qualitative demand for professionals).

### **2.1. Demand for professionals of the structural subdivisions that take part in bringing the legislation of Ukraine in line with the EU acquis.**

It has been established that forty-three public authorities need to enhance their staffing capacity as regards the structural subdivisions that take part in bringing the legislation of Ukraine in line with the EU acquis, including the following: sixteen ministries, twenty-four other CEAs, and three other public authorities (Annex 3). According to their information, the judicial and prosecution authorities do not need any additional human resources to ensure adequate fulfilment of Ukraine's commitments in the field of European integration.

It has also been established that the quantity of the structural subdivisions that take part in bringing the legislation of Ukraine in line with the EU acquis and need to have their staffing capacity enhanced by the public authorities is as follows (Figure 19):

- in the ministries — sixty-eight structural subdivisions, which is 65% of the structural subdivisions of the ministries that take part in bringing the legislation of Ukraine in line with the EU acquis;

- in the other CEAs — forty-six structural subdivisions, which is 29% of the structural subdivisions of the other CEAs (other than the ministries) that take part in bringing the legislation of Ukraine in line with the EU acquis;

- in the other public authorities — nine structural subdivisions, which is 33% of the structural subdivisions of the other public authorities that take part in bringing the legislation of Ukraine in line with the EU acquis.

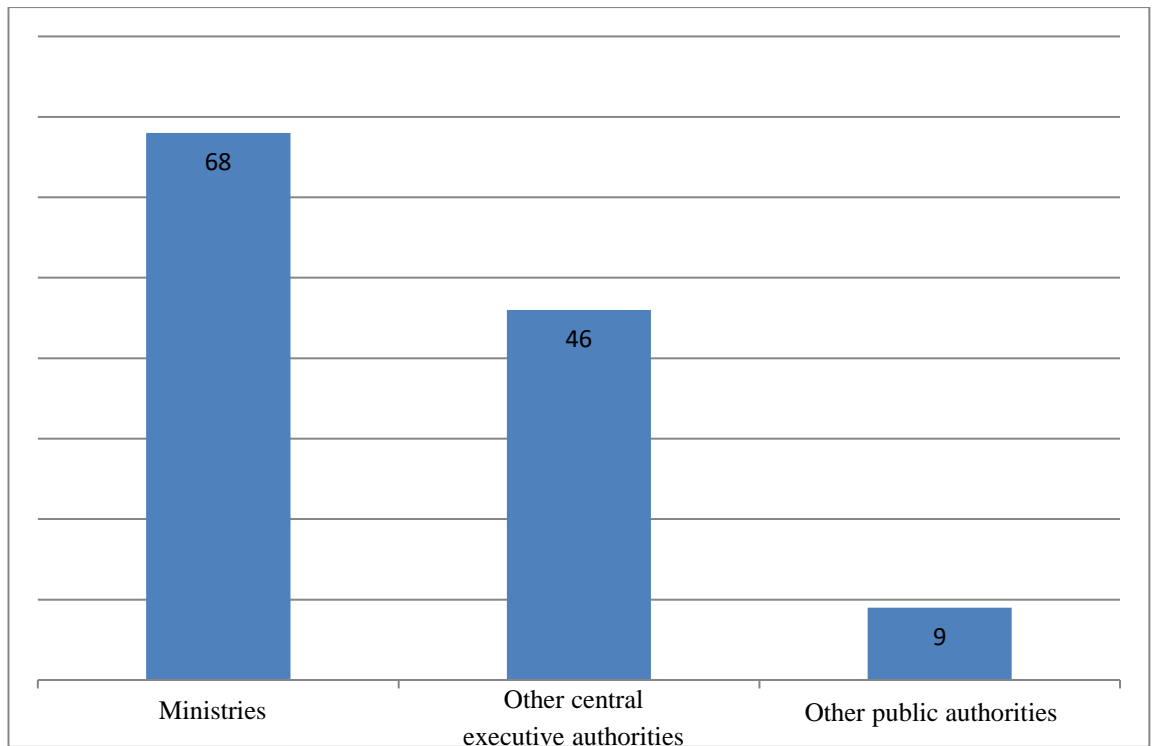
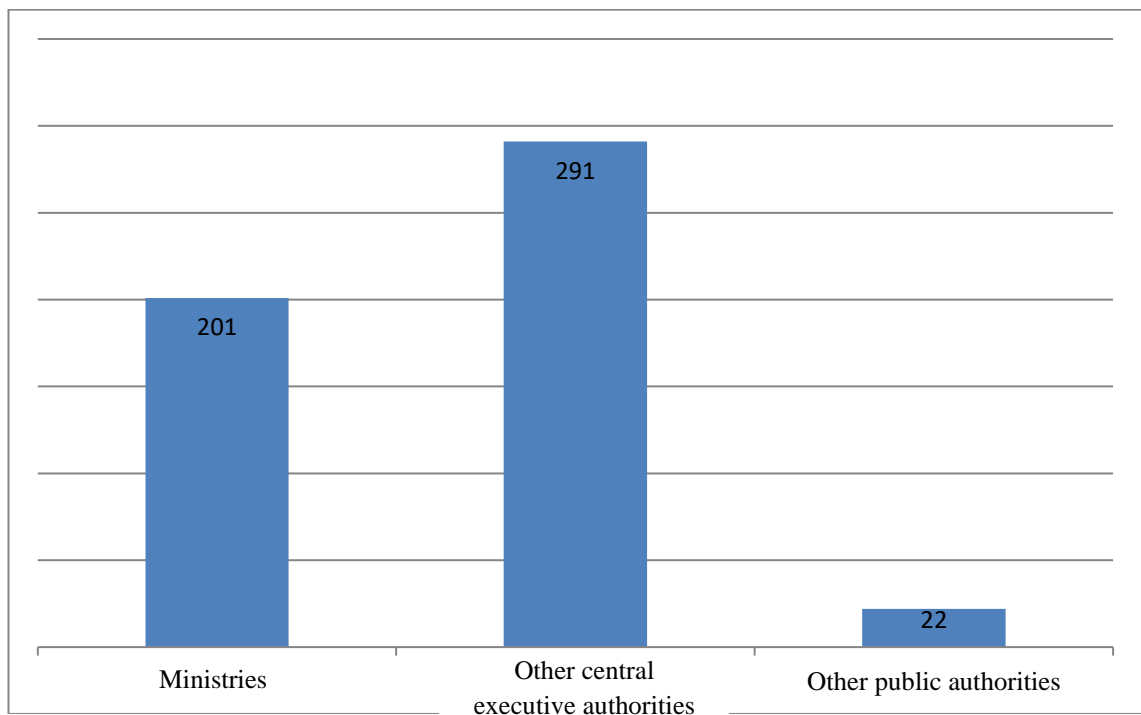


Figure 19. Quantity of the structural subdivisions that take part in bringing the legislation of Ukraine in line with the EU acquis and need to have their staffing capacity enhanced

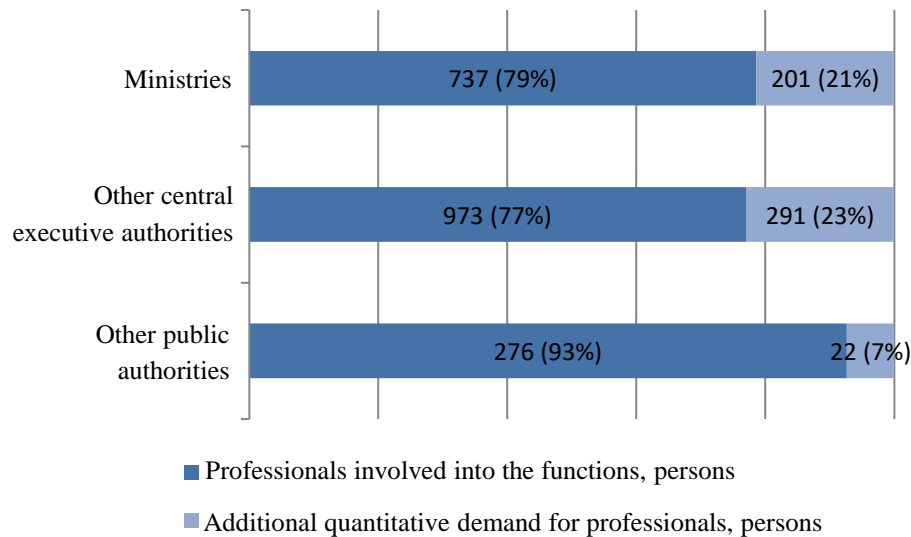
### Demand for professionals

The additional quantitative demand for professionals of the specific structural subdivisions (based on the fact that they will be busy performing the functions 100% of their working hours) is 514 persons (Figure 20).



*Figure 20. Additional quantitative demand for professionals of the structural subdivisions that take part in bringing the legislation of Ukraine in line with the EU acquis, by the type of the public authority, persons*

The ratio between the number of the professionals involved into the functions to fulfil Ukraine's commitments in the field of European integration and the additional quantitative demand for professionals is shown in Figure 21.



*Figure 21. Ratio between the number of the professionals involved into the functions to fulfil Ukraine's commitments in the field of European integration and additional quantitative demand for professionals of the structural subdivisions that take part in bringing the legislation of Ukraine in line with the EU acquis*

The findings demonstrate that there are following numbers of the professionals involved into the functions to fulfil Ukraine's commitments in the field of European integration: in the ministries — 79%; in the other CEAs — 77%; and in the other public authorities — 93% of the necessary headcount. Therefore, the ministries and other CEAs have the highest demand for additional human resources among the public authorities.

The ministries need the following additional number of professionals:

Ministry of Economy of Ukraine — 29 persons;

Ministry of Environmental Protection and Natural Resources — 26 persons;

Ministry for Communities, Territories and Infrastructure Development of Ukraine — 22 persons;

Ministry of Agrarian Policy and Food of Ukraine — 21 persons;

Ministry of Health of Ukraine — 16 persons;

Ministry of Finance of Ukraine — 14 persons;

Ministry of Veterans Affairs of Ukraine — 13 persons;

Ministry of Education and Science of Ukraine — 11 persons;

Ministry of Justice of Ukraine — 8 persons;

Ministry of Digital Transformation of Ukraine — 8 persons;

Ministry of Social Policy of Ukraine — 8 persons;  
 Ministry of Energy of Ukraine — 8 persons;  
 Ministry of Strategic Industries of Ukraine — 7 persons;  
 Ministry of Internal Affairs of Ukraine — 5 persons;  
 Ministry of Culture and Information Policy of Ukraine — 3 persons;  
 Ministry of Youth and Sports of Ukraine — 2 persons.

The other CEAs (other than the ministries) need the following additional number of professionals:

National Energy and Utilities Regulatory Commission — 125 persons;

State Statistics Service of Ukraine — 65 persons;

State Agency of Ukraine for Energy Efficiency and Energy Conservation — 14 persons;

State Audit Service of Ukraine — 13 persons;

State Emergency Service of Ukraine; State Service of Ukraine on Food Safety and Consumer Protection — 10 persons each;

State Agency for Land Reclamation and Fisheries of Ukraine — 9 persons;

National Regulatory Commission for Electronic Communications, Radio Spectrum and Postal Services — 8 persons;

State Property Fund of Ukraine — 5 persons;

State Inspectorate of Ukraine for Energy Supervision; National Agency for Finding, Tracing and Management of Assets Derived from Corruption and Other Crimes; State Service of Maritime and River Transport of Ukraine; National Commission on the State Language Standards — 3 persons each;

State Migration Service of Ukraine; Commission for the Regulation of Gambling and Lotteries; State Committee for Television and Radio Broadcasting of Ukraine; State Agency of Water Resources of Ukraine; State Customs Service of Ukraine; State Environmental Inspectorate of Ukraine; State Service of Export Control of Ukraine; State Service for Geodesy, Cartography and Cadastre; State Service of Ukraine on Medicines and Drugs Control — 2 persons each;

State Agency of Ukraine for Cinema; National Agency of Ukraine for Civil Service — 1 person each.

The demand for the additional number of professionals of the National Bank of Ukraine (20 persons), the Accounting Chamber (1 person), and the Central Election Commission of Ukraine (1 person) has also been determined.

### **Demand for new positions**

As Ukraine has acquired the status of a candidate for accession to the EU, and with due consideration of preparation for the negotiation on Ukraine's EU membership, the public authorities have faced the package of additional Eurointegration tasks, which requires enhanced institutional capacity, namely by establishing new subdivisions and introducing additional positions.

The needs analysis has established the need to create new positions in the structural subdivisions that take part in bringing the legislation of Ukraine in line with the EU acquis (Figure 22). Thus, twenty-five public authorities and the National

Bank of Ukraine need to introduce 331 new positions, including sixty-one senior positions, into their manning tables.

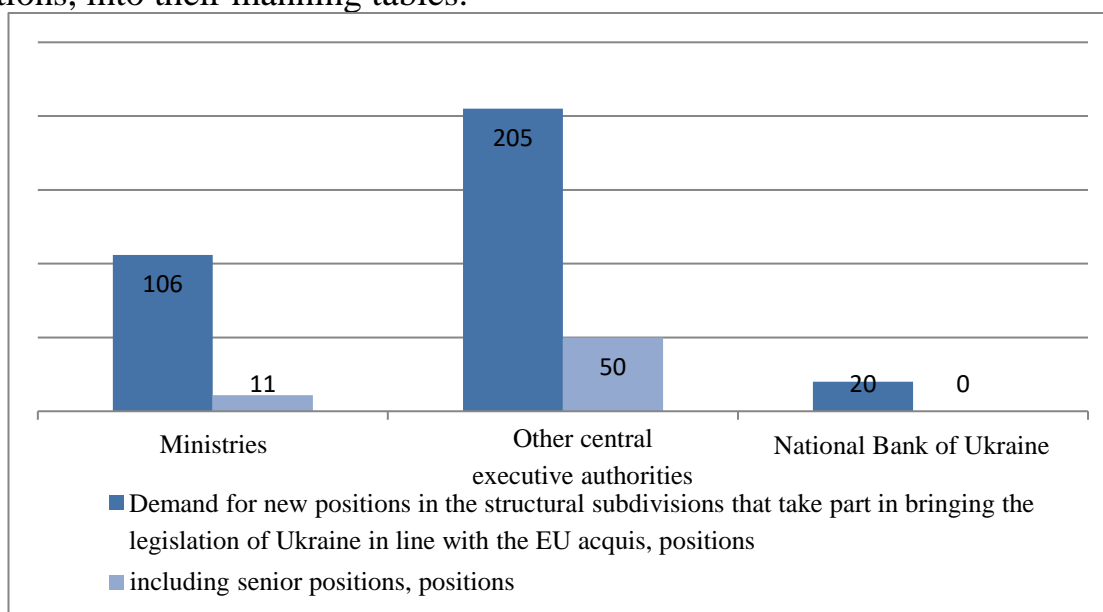


Figure 22. Need to create new positions in the structural subdivisions that take part in bringing the legislation of Ukraine in line with the EU acquis, by the type of the public authority

The ministries need the following quantities of new positions:

Ministry of Economy of Ukraine — 28 positions;

Ministry of Agrarian Policy and Food of Ukraine — 16 positions;

Ministry of Health of Ukraine — 16 positions;

Ministry of Finance of Ukraine — 11 positions;

Ministry of Social Policy of Ukraine — 8 positions;

Ministry of Justice of Ukraine — 8 positions;

Ministry for Communities, Territories and Infrastructure Development of Ukraine — 5 positions;

Ministry of Internal Affairs of Ukraine — 5 positions;

Ministry of Environmental Protection and Natural Resources of Ukraine — 4 positions;

Ministry of Culture and Information Policy of Ukraine — 2 positions;

Ministry of Youth and Sports of Ukraine — 2 positions;

Ministry of Digital Transformation of Ukraine — 1 position.

The other CEAs (other than the ministries) need the following new positions:

National Energy and Utilities Regulatory Commission — 125 positions;

State Statistics Service of Ukraine — 35 positions;

State Audit Service of Ukraine — 13 positions;

State Emergency Service of Ukraine and National Regulatory Commission for Electronic Communications, Radio Spectrum and Postal Services — 6 positions each;

State Agency for Land Reclamation and Fisheries of Ukraine — 5 positions;

National Agency for Finding, Tracing and Management of Assets Derived from Corruption and Other Crimes and State Inspectorate of Ukraine for Energy Supervision — 3 positions each;



State Customs Service of Ukraine, State Property Fund of Ukraine, State Agency of Water Resources of Ukraine, State Service of Ukraine on Medicines and Drugs Control — 2 position each;

State Agency of Ukraine for Cinema — 1 position.

The National Bank of Ukraine needs 20 new positions.

### **Demand for new structural subdivisions**

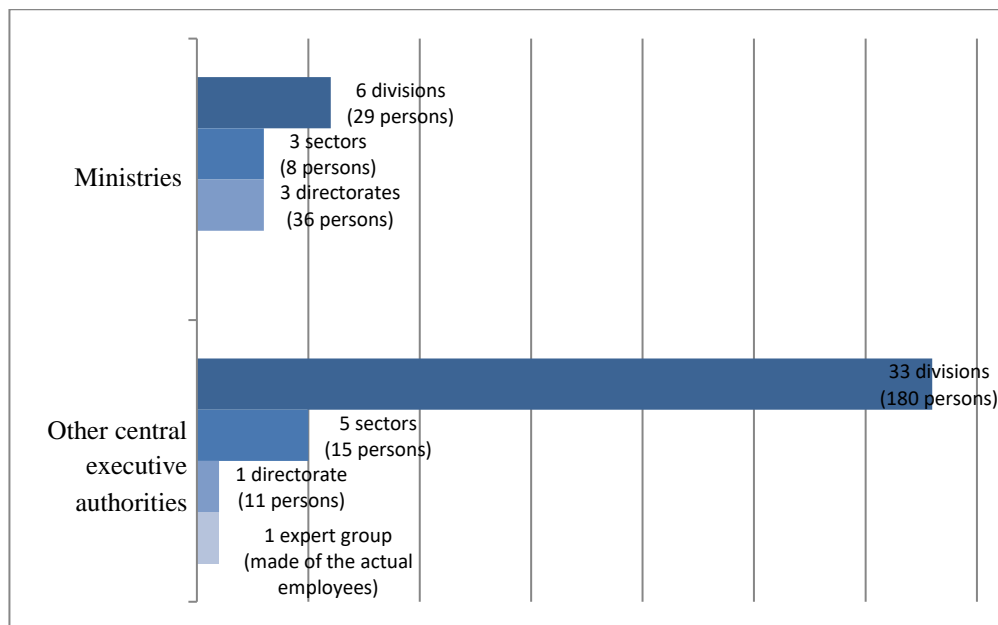
At the same time, the needs of the public authorities to create new structural subdivisions that will be responsible for bringing the legislation of Ukraine in line with the EU acquis are as follows (Figure 23):

4 directorates;

39 divisions;

8 sectors;

1 expert group.



*Figure 23. Needs of the public authorities to create new structural subdivisions that will be responsible for bringing the legislation of Ukraine in line with the EU acquis, quantity*

Thus, there is the following demand for new structural subdivisions:

at the directorate level — three public authorities (Ministry for Communities, Territories and Infrastructure Development of Ukraine (2 directorates with the approximate manpower of 20 persons); Ministry of Agrarian Policy and Food of Ukraine (one directorate with the approximate manpower of 16 persons); National Regulatory Commission for Electronic Communications, Radio Spectrum and Postal Services (one directorate with the approximate manpower of 11 persons));

at the division level — eight public authorities (Ministry for Communities, Territories and Infrastructure Development of Ukraine (3 divisions with the approximate manpower of 14 persons); Ministry of Health of Ukraine (3 divisions with the approximate manpower of 15 persons); National Energy and Utilities Regulatory Commission (21 divisions (sectors) with the approximate manpower of

125 persons); State Agency for Land Reclamation and Fisheries of Ukraine (1 division with the approximate manpower of 5 persons); State Statistics Service of Ukraine (5 divisions with the approximate manpower of 27 persons); State Emergency Service of Ukraine (2 divisions with the approximate manpower of 6 persons); State Migration Service of Ukraine (1 division with the approximate manpower of 4 persons); State Audit Service of Ukraine (3 divisions with the approximate manpower of 13 persons));

at the sector level — seven public authorities (Ministry of Economy of Ukraine (1 sector with the approximate manpower of 3 persons); Ministry of Health of Ukraine (1 sector with the approximate manpower of 3 persons); Ministry of Internal Affairs (1 sector with the approximate manpower of 2 persons); State Service of Ukraine on Medicines and Drugs Control (1 sector with the approximate manpower of 2 persons); State Inspectorate of Ukraine for Energy Supervision (2 sectors with the approximate manpower of 5 persons); National Commission on the State Language Standards (1 sector with the approximate manpower of 3 persons); Bureau of Economic Security of Ukraine (1 sector with the approximate manpower of 5 persons));

at the expert group level — one public authority (State Service of Export Control (1 temporary expert group made of actual employees)).

## **2.2. Demand for professionals of the structural subdivisions responsible for coordinating European integration.**

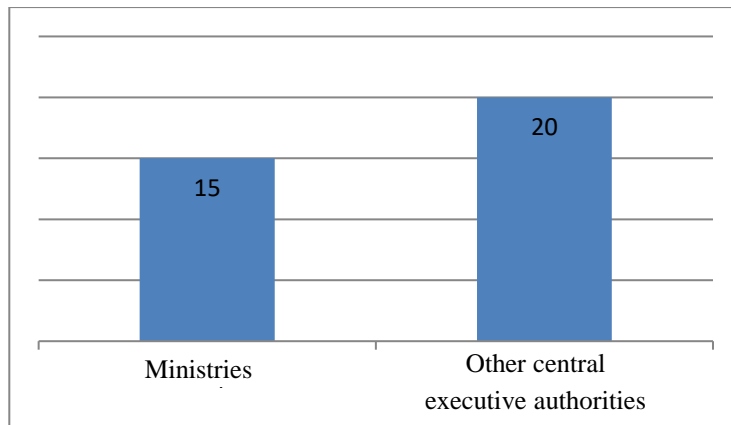
One of the factors studied is the quantity of the public authorities that need enhanced staffing capacity of the structural subdivisions responsible for coordinating European integration. Such demand exists in fifteen ministries, twenty-one other CEAs and the National Bank of Ukraine (Annex 3). The other public authorities, judicial and prosecution authorities do not need to have the staffing capacity of their structural subdivisions responsible for coordinating European integration enhanced.

It has also been established that the quantity of the structural subdivisions responsible for coordinating European integration that need to have their staffing capacity enhanced by the type of the public authority is as follows (Figure 24):

in the ministries — fifteen structural subdivisions, which is 79% of the structural subdivisions of the ministries that perform the functions to coordinate European integration;

in the other CEAs — twenty structural subdivisions, which is 51% of the structural subdivisions of the other CEAs (other than the ministries) that perform the functions to coordinate European integration;

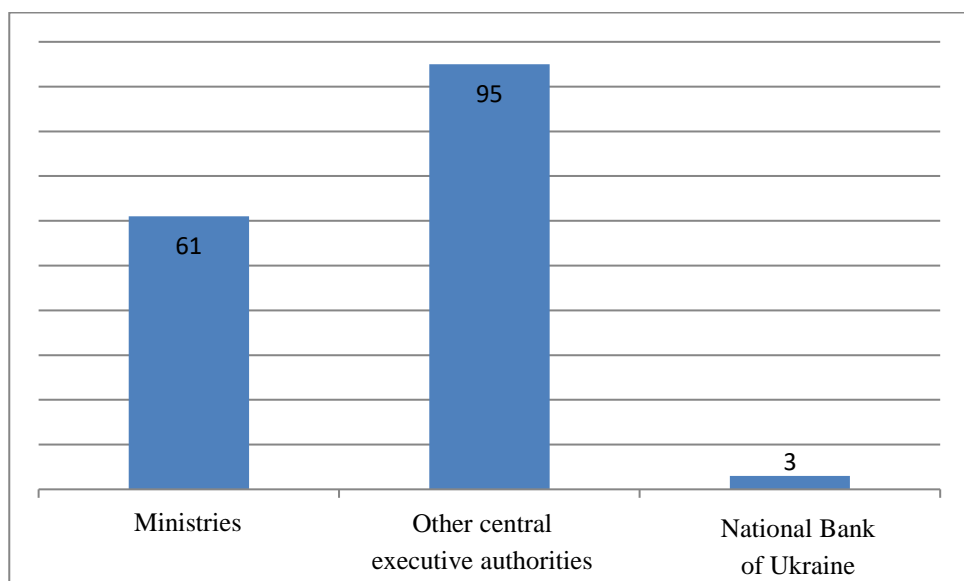
in the National Bank of Ukraine, the structural subdivision responsible for coordinating European integration also needs to have its institutional capacity enhanced.



*Figure 24. Quantity of the structural subdivisions responsible for coordinating European integration that need to have their staffing capacity enhanced*

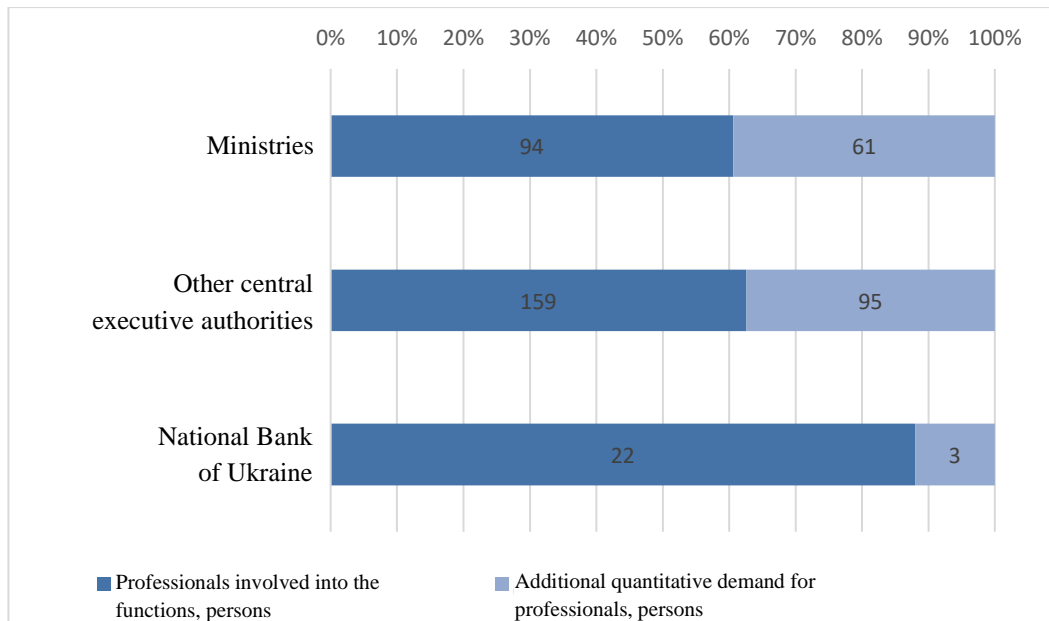
### **Demand for professionals**

The additional quantitative demand for professionals of the structural subdivisions responsible for coordinating European integration (based on the fact that they will be busy performing the functions 100% of their working hours) is 159 persons (Figure 25).



*Figure 25. Additional quantitative demand for professionals of the structural subdivisions responsible for coordinating European integration, by the type of the public authority, persons*

The ratio between the number of the professionals involved into the functions to fulfil Ukraine's commitments in the field of European integration and the additional quantitative demand for professionals is shown in Figure 26.



*Figure 26. Ratio between the number of the professionals involved into the functions to fulfil Ukraine's commitments in the field of European integration and the additional quantitative demand for professionals of the structural subdivisions responsible for coordinating European integration*

The findings demonstrate that there are following numbers of the professionals of the structural subdivisions responsible for coordinating European integration who are involved into the specific functions: in the ministries — 61%; in the other CEAs — 63% of the necessary headcount. As the work load in the structural subdivisions responsible for coordinating European integration in the ministries and other CEAs will grow after the launch of the negotiation process, their staffing potential needs to be urgently enhanced now.

The demand of the ministries and other CEAs for an additional number of professionals from the structural subdivisions responsible for European integration is shown in Figures 27 and 28.

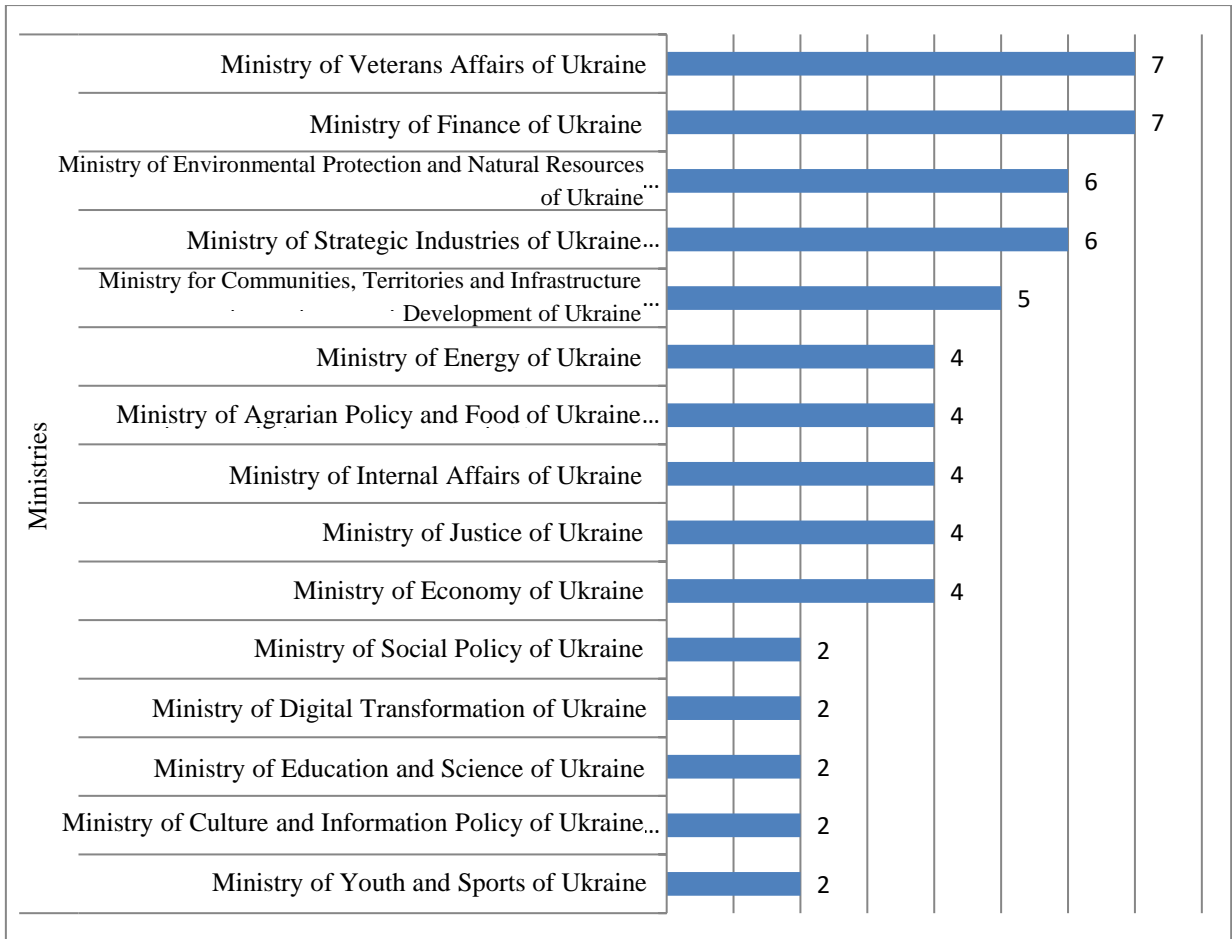
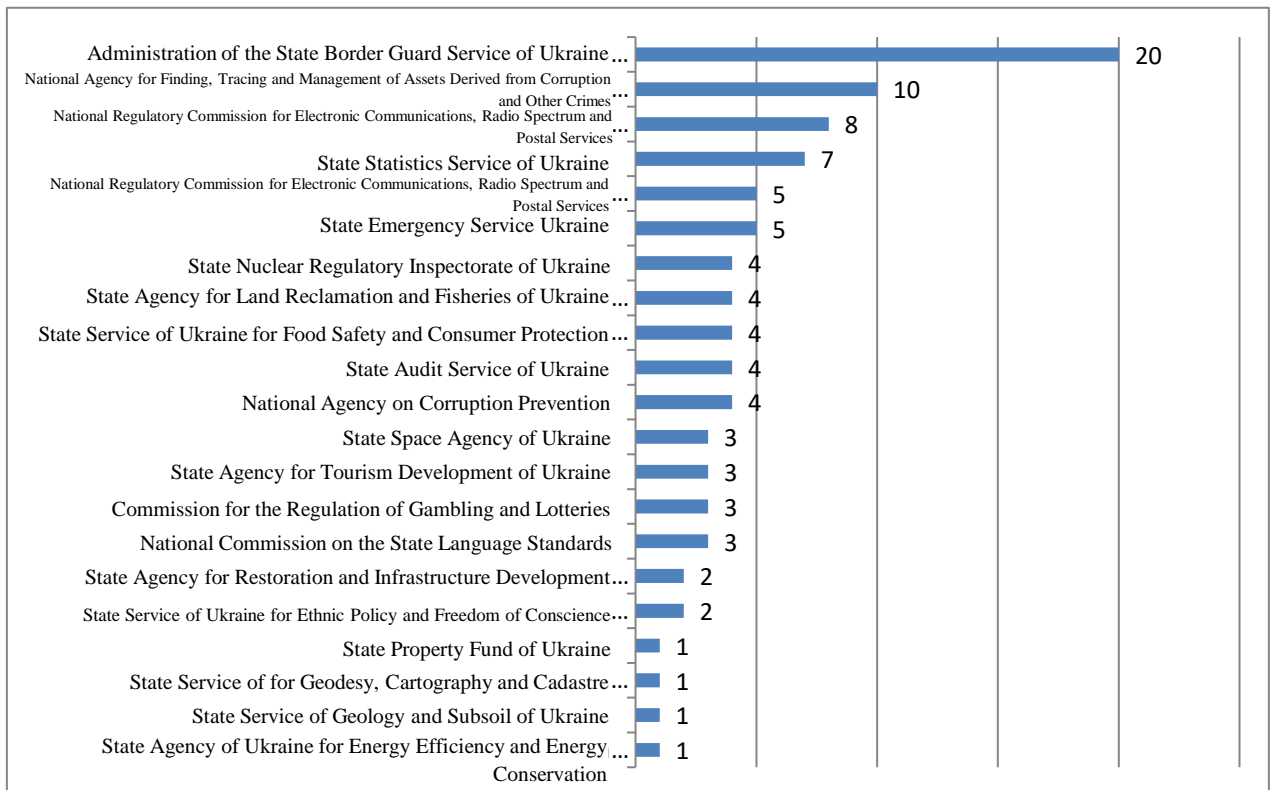


Figure 27. Additional quantitative demand of the ministries for professionals of the structural subdivisions responsible for coordinating European integration, persons

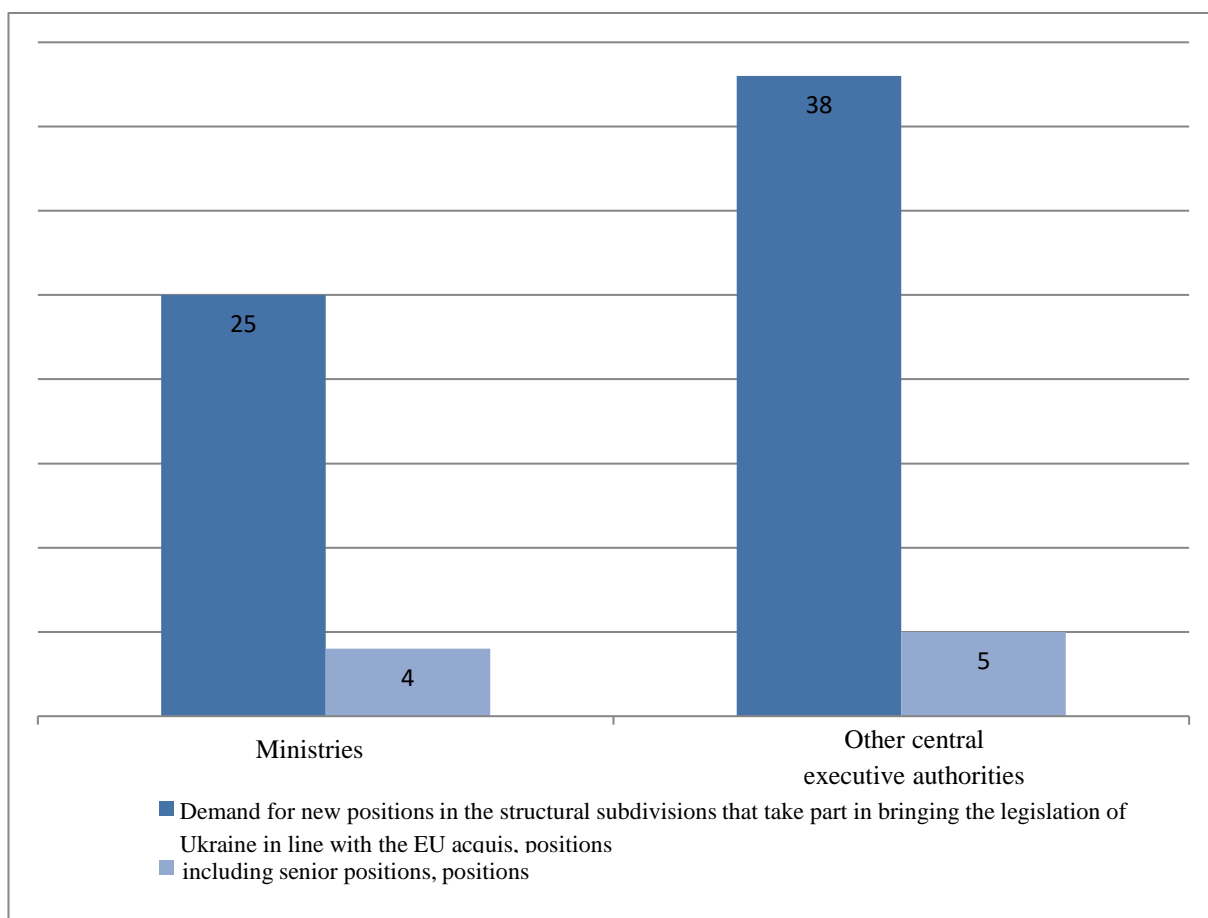


*Figure 28. Additional quantitative demand of the CEAs (other than the ministries) for professionals of the structural subdivisions responsible for coordinating European integration, persons*

The European Integration Division of the National Bank of Ukraine needs three professionals.

### **Demand for new positions**

It has been established by the needs analysis that eighteen public authorities need to introduce sixty-three new positions, including nine senior positions, into the manning tables of the structural subdivisions responsible for coordinating European integration (Figure 29).



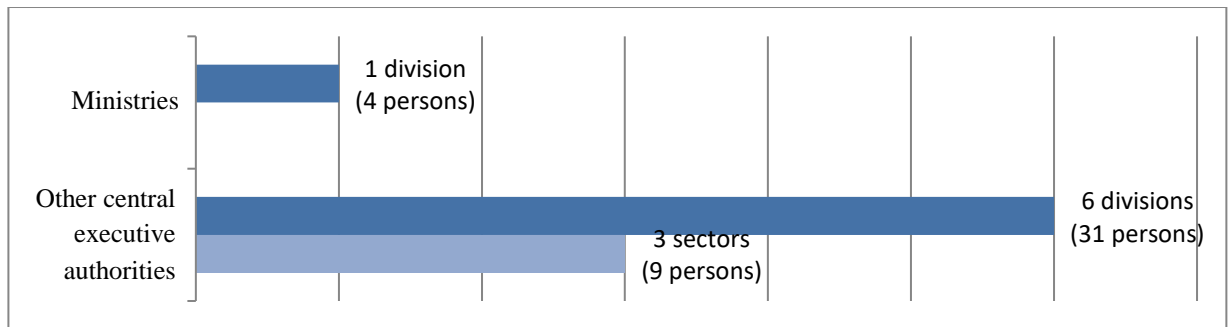
*Figure 29. Need to establish new positions in the structural subdivisions responsible for the matters of European integration, by the type of the public authority*

The ministries need the following quantities of new positions:  
 Ministry of Economy of Ukraine — 4 positions;  
 Ministry for Communities, Territories and Infrastructure Development of Ukraine — 4 positions;  
 Ministry of Justice of Ukraine — 4 positions;  
 Ministry of Internal Affairs of Ukraine — 4 positions;  
 Ministry of Finance of Ukraine — 3 positions;  
 Ministry of Agrarian Policy and Food of Ukraine — 2 positions;

Ministry of Youth and Sports of Ukraine — 2 positions;  
 Ministry of Social Policy of Ukraine — 2 positions.  
 The other CEAs (other than the ministries) need the following new positions:  
 National Agency for Finding, Tracing and Management of Assets Derived from  
 Corruption and Other Crimes — 10 positions;  
 State Statistics Service of Ukraine — 6 positions;  
 National Agency on Corruption Prevention — 4 positions;  
 State Nuclear Regulatory Inspectorate of Ukraine — 4 positions;  
 National Energy and Utilities Regulatory Commission — 5 positions;  
 State Agency for Tourism Development of Ukraine — 3 positions;  
 State Audit Service of Ukraine — 2 positions;  
 State Agency for Land Reclamation and Fisheries of Ukraine — 2 positions;  
 State Property Fund of Ukraine — 1 position;  
 Commission for the Regulation of Gambling and Lotteries — 1 position.

### **Demand for new structural subdivisions**

The need to create new structural subdivisions that will be responsible for coordinating European integration has only been mentioned by the ministries and other CEAs (Figure 30).



*Figure 30. Needs of the public authorities to create new structural subdivisions that will be responsible for coordinating European integration, quantity*

According to the public authorities, the following authorities need to create new structural subdivisions that will be responsible for coordinating European integration:

regarding creation of divisions — one ministry (Ministry of Economy of Ukraine (1 division with the approximate manpower of 4 persons) and 6 central executive authorities (National Agency for Finding, Tracing and Management of Assets Derived From Corruption and Other Crimes (1 division with the approximate manpower of 5 persons); National Energy and Utilities Regulatory Commission (1 division with the approximate manpower of 5 persons); Commission for the Regulation of Gambling and Lotteries (1 division with the approximate manpower of 5 persons); State Agency for Tourism Development of Ukraine (1 division with the approximate manpower of 5 persons); State Statistics Service of Ukraine (1 division with the approximate manpower of 7 persons); State Nuclear Regulatory Inspectorate of Ukraine (1 division with the approximate manpower of 4 persons));

regarding creation of sectors — seven public authorities (National Agency on Corruption Prevention (1 sector with the approximate manpower of 4 persons); National Commission on the State Language Standards (1 sector with the approximate manpower of 3 persons); State Inspectorate of Ukraine for Energy Supervision (1 sector with the approximate manpower of 2 persons));

### **2.3. Professionals' occupational training needs (qualitative needs)**

#### **Qualitative demand for professionals**

The important factor to develop the institutional and staffing capacity of the public authorities in connection with fulfilment of Ukraine's commitments in the field of European integration is consistent improvement of competence of the professionals involved into the functions to fulfil Ukraine's commitments in the field of European integration.

According to public authorities, the professional training needs are as follows:

1,614 professionals of the structural subdivisions involved into bringing the legislation of Ukraine in line with the EU acquis, or 80%, including civil servants of category A — 1 person, of category B — 601 persons, of category C — 807 persons, and other professionals not being civil servants — 205 persons;

248 professionals of the structural subdivisions responsible for coordinating European integration, or 86%, including civil servants of category B — 86 persons, of category C — 145 persons, and other professionals not being civil servants — 17 persons.

The analysis of the needs for professional training of civil servants by categories of positions has shown that the lower the category of a civil service position is, the higher the number of the civil servants in need of professional training is.

The professional training needs of the professionals of the structural subdivisions that take part in bringing the legislation of Ukraine in line with the EU acquis and the structural subdivisions responsible for coordinating European integration have been determined for the following types of professional training: training under the educational professional Master's programmes; advance training under general professional (certificate programmes); advance training under general short-term programmes; practical training. The professionals could concurrently select several priority themes for their professional training with different types and formats of professional training.

The general needs for professional training of professionals of the public authorities by the type of professional training are as follows (Figure 31):

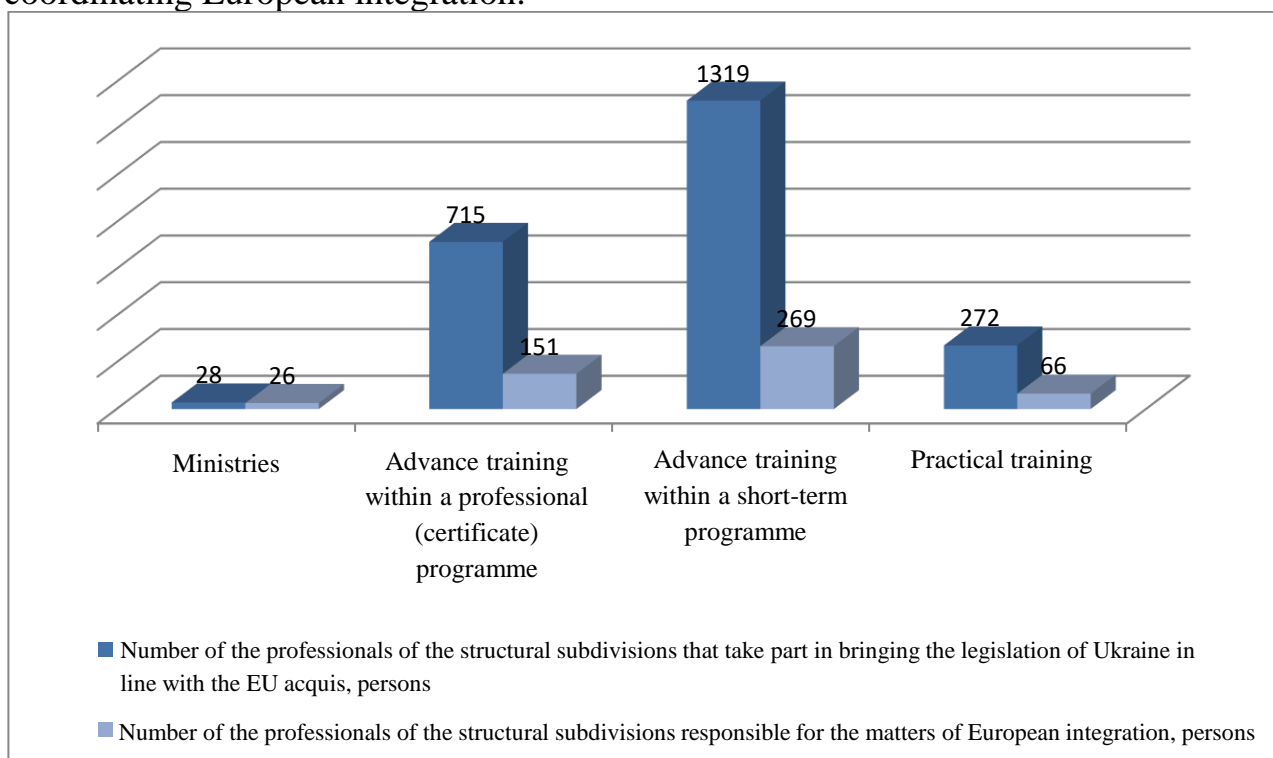
training — 54 persons, including 28 professionals of the structural subdivisions that take part in bringing the legislation of Ukraine in line with the EU acquis, and 26 professionals of the structural subdivisions responsible for coordinating European integration;

advance training under general short-term programmes — 1,588 persons, including 1,319 professionals of the structural subdivisions that take part in bringing the legislation of Ukraine in line with the EU acquis, and 269 professionals of the structural subdivisions responsible for coordinating European integration;



advance training under general professional (certificate) programmes — 866 persons, including 715 professionals of the structural subdivisions that take part in bringing the legislation of Ukraine in line with the EU acquis, and 151 professionals of the structural subdivisions responsible for coordinating European integration;

practical training — 338 persons, including 272 professionals of the structural subdivisions that take part in bringing the legislation of Ukraine in line with the EU acquis, and 66 professionals of the structural subdivisions responsible for coordinating European integration.



*Figure 31. Needs of the professionals involved into the functions to fulfil Ukraine's commitments in the field of European integration, by the types of occupational training by structural subdivisions*

Among the advance training formats (full-time attendance, remote training, mixed training), the professionals of the structural subdivisions that take part in bringing the legislation of Ukraine in line with the EU acquis and of the structural subdivisions responsible for coordinating European integration prefer the remote and mixed training formats (Figure 32).

When it comes to the remote training format, the number of the professionals from the public authorities who are ready to take part in online training has been at the level of 64% in 2022 and 2023.

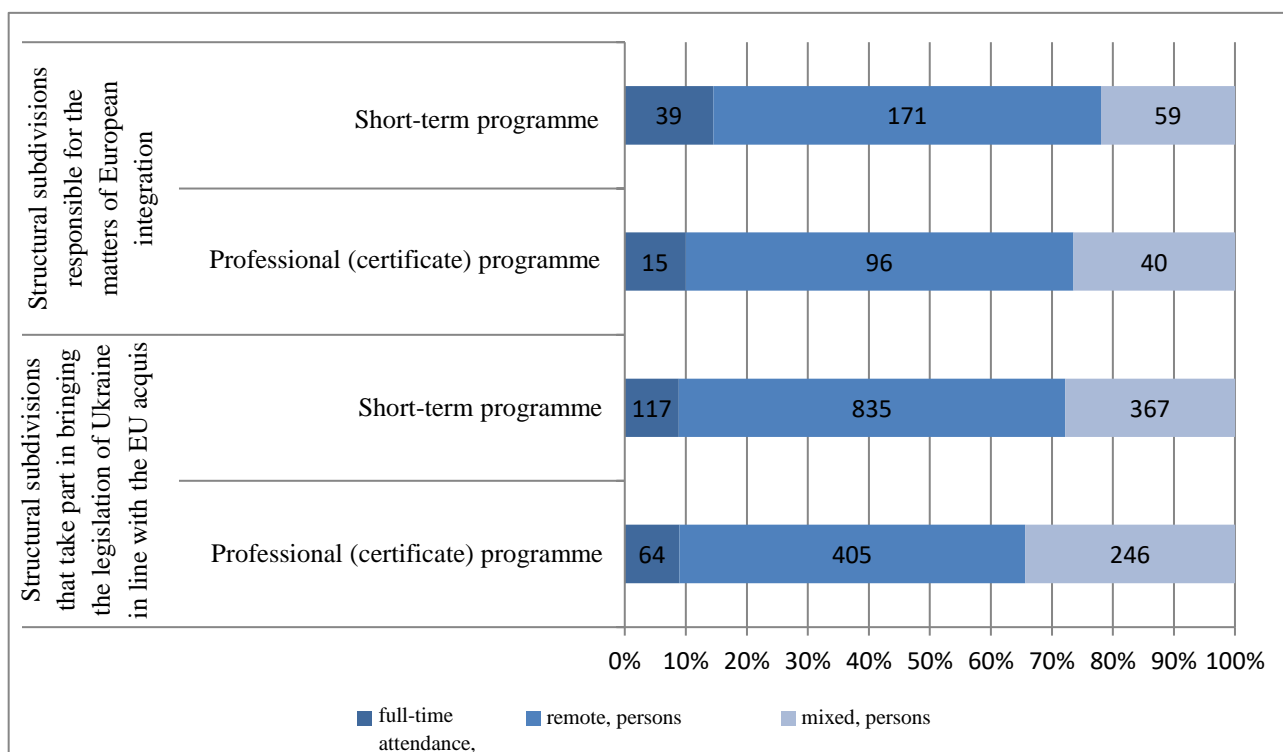


Figure 32. Advance training needs of the professionals involved into the functions to fulfil Ukraine's commitments in the field of European integration, by the training format by structural subdivisions, persons

The data are recommended to be considered in development of professional training programmes.

### Priority themes for professional training

The needs analysis has determined needs of the professionals who take part in bringing the legislation of Ukraine in line with the EU acquis, and the functions to coordinate European integration regarding professional training based on the themes proposed. Each professional could select several priority themes.

The findings obtained for two years of the studies (2022 and 2023) have demonstrated (Tables 1 and 2) that there is the highest demand for studying English among the professionals of all the structural subdivisions. More than 60% of the professionals have selected improvement of their English language skills as a priority for professional development. However, there is a difference in the list of the other priority themes of professional training by the structural subdivisions.

The same way as in 2022, in 2023, in addition to the English language, the themes with the highest priority among the professionals of the structural subdivisions involved into bringing the legislation of Ukraine in line with the EU acquis (Table 1) are as follows: knowledge of the EU sectoral legislation within the competence of the structural subdivision (47% of the professionals); knowledge of the EU standards in the respective area and legislative adaptation measures (46% of the professionals); process of approximation of the Ukrainian legislation to the EU acquis (41% of the professionals); checking conformity of the draft Ukrainian legislative acts to the EU acquis and making comparative tables (35%); knowledge of the procedure for drafting legal and normative acts (30% of the professionals), and law making techniques (25% of the professionals). In general, the themes with the

highest level of demand should be preferred when advance training programmes are developed for the professionals who bring the legislation of Ukraine in line with the EU acquis. It should be noted that there are already online training tools for some of them, for instance, the English language.

*Table 1. Demand of the professionals of the structural subdivisions that take part in bringing the legislation of Ukraine in line with the EU acquis, by the professional training themes*

<b>Professional training theme</b>	<b>Needs, %</b>
English (including legal terms)	63%
Knowledge of the EU sectoral legislation (within the competence of the structural subdivision)	47%
Knowledge of the EU standards in the respective area and legislative adaptation measures	46%
Process of approximation of the Ukrainian legislation to the EU acquis	41%
Checking conformity of the draft Ukrainian legislative acts to the EU acquis and making comparative tables	35%
Knowledge of the procedure for drafting legal and normative acts	30%
Law making techniques	25%
Assessment of impact of policies and legislative amendments (regulatory, financial and affected stakeholder impact)	24%
Development of analytical documents (opinions, reports, advisory notes) and presentations	22%
Efficient communication and interaction (interagency coordination, interaction with foreign partners in development of policies and law drafting)	21%
Institutes, policies, decision making in the EU	20%
Knowledge of the process of preparation and acquisition of the EU membership	20%
Involvement of stakeholders into development of policies and law drafting (public consultations)	19%
Data work (data structuring and primary analysis)	19%
Excel skills	18%
Theory and practices of negotiations	17%
Planning, monitoring and reporting instruments and techniques	15%
MS PowerPoint skills	14%
Financial instruments in the EU for regional development and cooperation in associated countries	13%
Other	4%

At the same time, the following themes have the highest priority among the professionals of the structural subdivisions responsible for coordinating European integration, in addition to the English language (Table 2): development of analytical documents (opinions, reports, advisory notes) and presentations (58% of the professionals); efficient communication and interaction (57% of the professionals); approximation of the Ukrainian legislation to the EU acquis (51% of the professionals); theory and practices of negotiations (49% of the professionals). As for the theme “Efficient communication and interaction”, it will be important for these

structural subdivisions with account of the knowledge and skills of coordinated work both in the public authorities and during interagency interaction.

*Table 2. Needs of the professionals from the structural subdivisions responsible for coordinating European integration, by the professional training theme*

<b>Professional training theme</b>	<b>Needs, %</b>
English (including legal terms)	67%
Development of analytical documents (opinions, reports, advisory notes) and presentations	58%
Efficient communication and interaction (interagency coordination, interaction with foreign partners in development of policies and law drafting)	57%
Process of approximation of the Ukrainian legislation to the EU acquis	51%
Theory and practices of negotiations	49%
Knowledge of the EU standards in the respective area and legislative adaptation measures	48%
Excel skills	46%
Knowledge of the process of preparation and acquisition of the EU membership	46%
Institutes, policies, decision making in the EU	45%
Checking conformity of the draft Ukrainian legislative acts to the EU acquis and making comparative tables	45%
Knowledge of the EU sectoral legislation (within the competence of the structural subdivision)	41%
MS PowerPoint skills	41%
Knowledge of the procedure for drafting legal and normative acts	38%
Law making techniques	38%
Planning, monitoring and reporting instruments and techniques	34%
Financial instruments in the EU for regional development and cooperation in associated countries	34%
Data work (data structuring and primary analysis)	32%
Involvement of stakeholders into development of policies and law drafting (public consultations)	31%
Assessment of impact of policies and legislative amendments (regulatory, financial and affected stakeholder impact)	28%
Other	4%

Also, according to the Secretariat of the Verkhovna Rada of Ukraine, it is necessary to improve professional competence of their staff, namely in the area of the English language (including legal terms) (240 persons); knowledge of the EU acquis standards in the respective field and legislative adaptation measures (147 persons); knowledge of the EU sectoral legislation (within the competence of the structural subdivision) (141 person); approximation of the Ukrainian legislation to the EU acquis (112 persons); law making techniques (103 persons) etc.

Therefore, in 2022 and 2023, the demand for development and improvement of the professionals' competence in different areas of European integration remains stably high.

The advance training themes for professionals will be recommended to the providers of educational services to be considered in development and formation of content of the applicable general professional (certificate) and general short-term advance training programmes in 2024.

#### **2.4. Demand for international technical assistance projects**

Following the needs analysis, the list of the ITA projects engaged by the public authorities to obtain expert support while preparing proposals on bringing the legislation of Ukraine in line with the EU *acquis* has been made:

project “Ensuring effective participation of citizens in implementation of gender equality reforms”, donor – Government of Canada, responsible party — International Foundation for Electoral Systems (IFES), beneficiary — Central Election Commission, registration card number 4240-01;

project “Responsible and Accountable Politics Project” (U-RAP) (Component III), donor – US Government via the United States Agency for International Development, responsible party — International Foundation for Electoral Systems (IFES), beneficiary — Central Election Commission, registration card number 3423-04;

World Bank project on technical assistance for the financial sector;

EU technical assistance project “Introduction of EU Practices on Accounting, Financial Reporting and Audit in Ukraine” (EU-FAAR);

EU technical assistance project “Digital Policy Support to Ukraine” in pursuance of the Agreement on Funding the EU Support for Electronic Governance and Digital Economy in Ukraine;

project “Support to Ukraine in approximation of the EU environmental *acquis*”;

project “Best available governance technologies and management methods for Ukraine”;

project “Supporting integration of Ukraine’s power system with the Continental Europe Synchronous Area (CASE)” (EU / KfW);

projects “APENA 2”, “APENA 3”, “ETS-I/II”;

project “Developing the new Subsoil Code”;

reform support team (RST) of the MEPNR within the programme “Ukrainian Reforms Architecture (URA)”;

EU project “Law-Justice”;

Non-Governmental Organisation “PRIVACY HUB”;

project “EU Support to Strengthening IBM in Ukraine – Resilience” (EU4IBM-Resilience)”;

project “EU Support to Strengthening IBM in Ukraine – Solidarity Lanes” (EU4IBM-Solidarity Lanes)”;

EU project “Institutional and Policy Reform for Smallholder Agriculture in Ukraine” (IPRSA)”;

project “Improving the legislation, control and awareness in the field of food safety, health and welfare of animals in Ukraine”;

Swiss-Ukrainian programme “Higher Value Added Trade from the Organic and Dairy Sector in Ukraine” (QFTP);

Swiss programme “Organic Trade 4 Development in Eastern Europe” (OT4D);  
 project “German-Ukrainian Cooperation in Organic Agriculture”;  
 project “Enhancing anti-money laundering, counter terrorist financing and asset recovery regime”;

Ministry of Finance of the Kingdom of the Netherlands (in particular, the National Academy for Finance and Economics of the Ministry of Finance of the Kingdom of the Netherlands);

EU Public Financial Management Support Programme for Ukraine (EU4PFM);  
 project “EU Support to Strengthening IBM in Ukraine – Solidarity Lanes” (IOM Mission in Ukraine);

project “Resilience, Reinforcement and Recovery of Ukrainian Migration and Consular Services (RRR – MFA/SMS)” (International Centre for Migration Policy Development – ICMPD);

project “National Erasmus+ Office in Ukraine”, registration card number 5044;  
 European Union Framework Programme for Research and Innovation “Horizon Europe”;

EU project “Strengthening Capacities in External Audit in Line with International Standards”;

Ukrainian National Office for Intellectual Property and Innovations (UNOIP);  
 project “Consultation Fund to Support Ukraine-EU Association”, which is implemented in Ukraine by the federal company Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH by the order of the Federal Ministry for Economic Cooperation and Development (BMZ);

project “Application and Implementation of the EU and Ukraine Association Agreement in Trade” (project registration card No. 4545 of 16.10.2020, donor: Federal Ministry for Economic Cooperation and Development (BMZ), responsible party: German Agency for International Cooperation (GIZ), recipients: Ministry of Economy, State-owned Enterprise “UkrNDNC”, Public Association “Foundation for Support of Reforms in Ukraine”, beneficiary: Ministry of Economy);

project “Enhancing the Quality Infrastructure in Ukraine” supported by the Government of Sweden, which is implemented by the consortium of the Swedish Institute for Standards (SIS) and the Swedish Board for Accreditation and Conformity Assessment (SWEDAC);

project “Digital Policy Support to Ukraine” (until 2024; needs to be extended);

EU4DigitalUA – Interoperability, E-services and Cybersecurity;

DT4UA – Digital transformation for Ukraine – needs to be extended;

Energy security project of the United States Agency for International Development (USAID);

EU project “Better Services for Consumers in the Reformed Energy Markets”;

EU project “EU4Energy Governance” (Phase II);

EU project “Further support to implementation of EU-Ukraine Association Agreement in transport sector and of the National Transport Strategy in Ukraine”;

EU technical assistance project “Assistance for Dnipro Transport Development”;

EU technical assistance project “AASISTS 2”;  
 SoE “Ukrainian Seaports Authority”, SoE “Ukrainian Riverports Authority”,  
 State-owned Enterprise of Waterways “Ukrvodshliah”, SI “Derzhhidrohrafiiia”, SoE  
 “Classification Company “Shipping Registry of Ukraine”, Public Enterprise  
 “Maritime Search and Rescue Service” (engaged by the Ministry of Infrastructure);  
 U-LEAD with Europe Programme;  
 USAID Governance and Local Accountability (HOVERLA) Activity;  
 Council of Europe programme “Strengthening Good Democratic Governance  
 and Resilience in Ukraine”;  
 SIGMA Programme;  
 EU4PAR Project;  
 associations of local self-government bodies;  
 Centre of Policy and Legal Reform;  
 Twinning Institutional Building Instrument;  
 Technical Assistance and Information Exchange Instrument (TAIEX).

The information on the demand of the public authorities for additional expert support while preparing proposals on bringing the legislation of Ukraine in line with the EU acquis (in particular, in form of ITA programmes and projects) by the negotiation chapters is presented in Table 3. The study of the demand has been mostly focused on the public authorities designated to be key responsible parties in the respective field of the negotiation chapters.

*Table 3. Demand for additional expert support*

Negotiation chapter	Public authority
1. Free movement of goods	<b>Ministry of Economy of Ukraine</b> <b>Ministry for Communities, Territories and Infrastructure Development of Ukraine</b> <b>Ministry of Environmental Protection and Natural Resources of Ukraine</b> (for the following fields: 13.30.13 Electrical materials; 13.30.18 Dangerous substances; 13.30.99 Other sectors for approximation of laws) <b>Ministry of Health of Ukraine</b>
2. Freedom of movement for workers	<b>Ministry of Economy of Ukraine</b>
3. Right of establishment and freedom to provide services	<b>Ministry of Environmental Protection and Natural Resources of Ukraine</b> (for the following fields: 06.20.10 Production and processing activities; 06.20.20 Service activities) <b>Ministry of Justice of Ukraine</b> (for the following field: 06.20.40 Self-employed activities) <b>National Regulatory Commission for Electronic Communications, Radio Spectrum and Postal Services</b> (for the following field: 06.20.20 Service activities)
4. Free movement of capital	<b>National Bank of Ukraine</b> (for the following field: 10.40 Free movement of capital)
5. Public procurement	<b>Ministry of Economy of Ukraine</b>
7. Intellectual property law	<b>Ministry of Economy of Ukraine</b>
9. Financial services	<b>National Bank of Ukraine</b> (for the following field: 06.20.20.10 Insurance; 06.20.20.20 Banks)
10. Digital transformation and media	<b>Ministry of Digital Transformation of Ukraine</b> (for the following field: 13.20.60 Information technology, telecommunications and data-processing) <b>Administration of the State Service for Special Communication and Information Protection of Ukraine</b> (for the following field: 13.20.60

	<p><i>Information technology, telecommunications and data-processing)</i>  <b>Ministry of Environmental Protection and Natural Resources of Ukraine</b> (for the field 13.20.60 <i>Information technology, telecommunications and data-processing; 16.20 Dissemination of information)</i>  <b>National Regulatory Commission for Electronic Communications, Radio Spectrum and Postal Services</b> (for the following field: 13.20.60 <i>Information technology, telecommunications and data-processing)</i></p>
11. Agriculture and rural development	<p><b>Ministry of Agrarian Policy and Food of Ukraine</b> (for the following fields: 03.05 <i>General; 03.10.10 National aid; 03.30.20 Processing and marketing of agricultural products; 03.60 Products subject to market organisation; 03.80 Agreements with non-member countries)</i>  <b>Ministry of Environmental Protection and Natural Resources of Ukraine</b> (for the following fields: 03.05 <i>General; 03.30.20 Processing and marketing of agricultural products; 03.60 Products subject to market organisation)</i>  <b>Ministry of Health of Ukraine</b></p>
12. Food safety, veterinary and phytosanitary policy	<p><b>Ministry of Agrarian Policy and Food of Ukraine</b> (for the following fields: 03.50.20 <i>Plant health; 03.50.30 Animal health and zootechnics; 03.50.40 Seeds and seedlings; 13.30.14 Foodstuffs; 03.50.10 Animal feedingstuffs)</i>  <b>Ministry of Environmental Protection and Natural Resources of Ukraine</b> (for the following fields: 03.50.20 <i>Plant health; 03.50.40 Seeds and seedlings; 13.30.14 Foodstuffs; 15.40 Protection of animals)</i>  <b>Ministry of Health of Ukraine</b></p>
13. Fisheries	<p><b>Ministry of Agrarian Policy and Food of Ukraine</b> (for the following field: 04. <i>Fisheries)</i>  <b>State Agency for Land Reclamation and Fisheries of Ukraine</b></p>
14. Transport policy	<p><b>Ministry of Environmental Protection and Natural Resources of Ukraine</b> (for the following field: 07.20.40 <i>Structural harmonisation)</i>  <b>Ministry for Communities, Territories and Infrastructure Development of Ukraine</b></p>
15. Energy	<p><b>Ministry of Energy of Ukraine</b>  <b>Ministry for Communities, Territories and Infrastructure Development of Ukraine</b>  <b>State Agency of Ukraine for Energy Efficiency and Energy Conservation</b> (regarding use of biofuel; energy efficiency; field 12.10.20 <i>Rational utilisation and conservation of energy)</i>  <b>Ministry of Economy of Ukraine</b> (for the following field: 12.10.20 <i>Rational utilisation and conservation of energy)</i>  <b>Ministry of Environmental Protection and Natural Resources of Ukraine</b> (for the following field: 12.50.30 <i>Other measures relating to oil or gas)</i>  <b>National Energy and Utilities Regulatory Commission</b> (for the following fields: 12.10.10 <i>General; 12.30 Electricity; 12.50.20 Intra-Community trade; EU acquis additionally added)</i></p>
16. Taxation	<p><b>Ministry of Finance of Ukraine</b> (in terms of direct taxation and administrative cooperation)</p>
17. Economic and monetary policy	<p><b>Ministry of Environmental Protection and Natural Resources of Ukraine</b> (for the following field: 10.30 <i>Economic policy)</i></p>
18. Statistics	<p><b>State Statistics Service of Ukraine</b> (for the following fields: 02.07 (14) <i>Statistics; Other EU acquis on statistics)</i>  <b>Ministry of Health of Ukraine</b></p>
19. Social policy and employment	<p><b>Ministry of Economy of Ukraine</b>  <b>Ministry of Health of Ukraine</b>  <b>Ministry of Environmental Protection and Natural Resources of Ukraine</b> (for the following fields: 05.20.20.10 <i>Safety at work; 05.20.20 Working conditions)</i></p>
20. Enterprise and industrial policy	<p><b>Ministry of Economy of Ukraine</b>  <b>Ministry of Strategic Industries of Ukraine</b> (for the following fields: 13.10.30 <i>Research and technological development; 13.20.10 Iron and steel industry; 13.20.20 Shipbuilding; 13.20.30 Aeronautical industry; 13.20.40 Textiles;</i></p>



	<p><i>13.20.70 Other)</i></p> <p><b>Ministry of Environmental Protection and Natural Resources of Ukraine</b> (for the following fields: 13.10.10 General; 13.10.30 Research and technological development)</p> <p><b>State Statistics Service of Ukraine</b> (for the following field: 13.10.20 Programmes and statistics)</p> <p><b>National Agency on Corruption Prevention</b> (for the following field: 20.20 European citizenship)</p>
21. Trans-European networks	<b>Ministry for Communities, Territories and Infrastructure Development of Ukraine</b>
22. Regional policy and coordination of structural instruments	<b>Ministry for Communities, Territories and Infrastructure Development of Ukraine</b>
23. Judiciary and fundamental rights	<p><b>Ministry of Justice of Ukraine</b> (for the following fields: 20.10 Freedom of movement of people; 20.20 European citizenship)</p> <p><b>National Agency for Finding, Tracing and Management of Assets Derived from Corruption and Other Crimes</b></p>
24. Justice, freedom and security	<p><b>Ministry of Justice of Ukraine</b> (for the following fields: 19.30 Police and judicial cooperation in criminal and customs matters; 19.40 Programmes; 19.20 Judicial cooperation in civil matters; 19.10.20 Crossing external borders )</p> <p><b>Ministry of Internal Affairs of Ukraine</b> (for the following fields: 19.10.10 Elimination of internal border controls; 19.10.20 Crossing external borders; 19.10.30 Asylum policy; 19.10.40 Immigration and the right of nationals of third countries; 19.30.10 Police cooperation )</p> <p><b>Administration of the State Service for Special Communication and Information Protection of Ukraine</b> (for the following field: 19.40 Programmes)</p>
25. Science and research	<b>Ministry of Education and Science of Ukraine</b>
26. Education and culture	<p><b>Ministry of Education and Science of Ukraine</b></p> <p><b>Ministry of Culture and Information Policy of Ukraine</b> (for the following field: 16.40. Culture)</p>
27. Environment	<p><b>Ministry of Environmental Protection and Natural Resources of Ukraine</b> (for the following fields: 13.30.10 Motor Vehicles; 03.30.60 Forests and forestry; 15.10.10 General provisions and programmes; 15.10.20 Pollution and nuisances; 15.10.20.20 Water protection and management; 15.10.20.30 Monitoring of atmospheric pollution; 15.10.20.40 Prevention of noise pollution; 15.10.30 Space, environment and natural resources; 15.10.30.10 Management and efficient use of space, the environment and natural resources; 15.10.30.20 Conservation of wild fauna and flora; 15.10.30.30 Waste management and clean technology; 15.10.40 International cooperation)</p> <p><b>Ministry of Health of Ukraine</b></p> <p><b>State Emergency Service of Ukraine</b> (for the following fields: 15.10.10 General provisions and programmes; 15.10.20 Pollution and nuisances)</p> <p><b>State Agency of Ukraine for Energy Efficiency and Energy Conservation</b></p>
28. Consumer and health protection	<p><b>Ministry of Economy of Ukraine</b></p> <p><b>Ministry of Environmental Protection and Natural Resources of Ukraine</b> (for the following field: 15.20.10 General)</p> <p><b>Ministry of Health of Ukraine</b></p>
30. External relations	<p><b>Ministry of Environmental Protection and Natural Resources of Ukraine</b> ((for the following fields: 11.30.60 Multilateral cooperation for protection of the environment, wild fauna and flora and natural resources; 11.40.10 European countries; 11.60.30 Trade arrangements)</p> <p><b>Ministry of Health of Ukraine</b></p>
31. Foreign, security and defence policy	<b>Administration of the State Service for Special Communication and Information Protection of Ukraine</b> (for the following field: 18 Common foreign and security policy)
33. Financial and budgetary provisions	<b>Ministry of Finance of Ukraine</b> (for the following field: 01.60.20 Budget)
34. Institutions	<b>Ministry of Environmental Protection and Natural Resources of Ukraine</b> (for the following field: 01.40.10 General)

Also the State Service of Geology and Subsoil of Ukraine needs additional expert support for the field 4.4. Critical raw materials.

The findings of the needs analysis demonstrate that the demand of the public authorities for external expert support while preparing proposals on bringing the legislation of Ukraine in line with the EU acquis is quite high, in thirty out of thirty-five negotiation chapters.

### **III. PRINCIPAL INSTITUTIONAL CAPACITY AND STAFFING ISSUES DETECTED BY THE PUBLIC AUTHORITIES DURING THE ANALYSIS OF NEEDS**

In addition to the needs analysis, the public authorities have been proposed to specify the existing institutional capacity and staffing issues as well as possible resolutions thereof.

The information received from the public authorities has been summarised and presented below.

In the opinion of the public authorities, the principal institutional capacity and staffing issues are as follows:

- inadequate staffing level due to a large number of vacancies and lack of candidates caused by the low level of salaries paid to the professionals responsible for tasks in the field of European integration. It results in a considerable increase in the work load for the actual professionals whose the remuneration level remains low, and there is no compensation for additional work;

- candidates for vacant civil service positions mostly failing to speak English at the level that enables them to work with specialised texts, and failing to have practical experience in bringing the Ukrainian legislation in line with the EU acquis. In its turn, the labour remuneration level is too low to attract highly-qualified professionals, especially in the context of the specific tasks to be performed by the public authorities in the field of European integration;

- staff turnover caused by the low level of salaries paid to the professionals with the skills necessary to perform tasks in the field of European integration. On improving their English skills and gaining experience in the EU acquis, the civil servants resign in the course of time and find a better paid job;

- brain drain after the start of the full-scale war of the Russian Federation against Ukraine.

- structure and manning table of some public authorities (for instance, the National Commission on the State Language Standards) having no separate structural subdivisions responsible for the matters of European integration, and/or separate structural subdivisions that take part in bringing the legislation of Ukraine in line with the EU acquis;

- no positions in the manning table to hire the professionals who may deal with the matters associated with bringing the legislation of Ukraine in line with the EU acquis as the main task;

- delegation of other functions of the structural subdivision to the professionals responsible for the matters associated with fulfilment of Ukraine's commitments in the field of European integration;

- poor level of specialised knowledge and training in the field of European integration among the professionals involved into bringing the legislation of Ukraine in line with the EU acquis, and no English language skills of the majority of such professionals.

The following proposals were made by the public authorities to resolve the issues:

to complete the labour remuneration system reform in order to create competitive labour remuneration conditions for the professionals involved into the functions to fulfil Ukraine's commitments in the field of European integration. This way, the public authorities will be able to fill vacancies with highly-qualified professionals and reduce staff turnover;

to resume competitions for civil service positions;

to introduce extra payments for especially important work for the professionals who perform functions in the field of European integration, with funds contributed to the state budget under the assistance programmes of the European Union, foreign governments, international organisations and donor institutions; to introduce extra payments for the professionals who speak English;

to introduce additional positions into the manning table to engage the professionals who will bring the legislation of Ukraine in line with the EU acquis (as a principal task) by expanding the headcount of the existing structural subdivisions involved into bringing the legislation of Ukraine in line with the EU acquis and/or structural subdivisions responsible for coordinating the European integration matters in the public authority, or by creating new structural subdivisions responsible for bringing the legislation of Ukraine in line with the EU acquis;

to introduce positions of the professionals who will work in the field of European integration and translate legal and normative acts and necessary materials, with due consideration of the work load that will keep growing during preparation for negotiations and the negotiation process;

to hire the young professionals who have graduated from higher educational establishments and have studied the European law;

to hire the professionals who are competent in operations of international organisations and fulfilment of the obligations arising out of membership with such organisations, and in drafting of international treaties of Ukraine, conclusion and termination of such treaties, and fulfilment of Ukraine's commitments under international treaties;

to provide expert support to the public authorities responsible for Ukraine's commitments in the field of European integration within the framework of international technical assistance projects;

to organise professional training of the professionals involved into coordination of the European integration matters and bringing the legislation of Ukraine in line with the EU acquis, based on their needs, in particular, by organising and conducting training under professional (certificate) and short-term advance training programmes for European integration, as regards bringing the legislation of Ukraine in line with the EU acquis, the EU sectoral legislation in the respective field; workshops, lectures involving experts from the EU institutions and specialised ministries of the EU Member States; participating in experience exchange (practical training, secondment) programmes at the European institutions, ministries of the EU Member States;

participating in information visits to the EU institutions and public authorities of the EU Member States;

to increase the quantity of educational programmes to study English and, where necessary, other languages of the EU Member States.

Therefore, as a result of the higher work load in terms of the tasks and functions of the public authorities in connection with fulfilment of Ukraine's commitments in the field of European integration, the key matter of institutional capacity is to create terms and conditions for providing adequate human resources to the public authorities.

## CONCLUSIONS AND RECOMMENDATIONS

The survey has enabled making the following conclusions:

1. The Governmental Office that ensures coordination of activities by the executive authorities for all thirty-five negotiation chapters has thirteen expert groups responsible for fulfilment of Ukraine's commitments in the field of European integration, with the actual number of the professionals involved into fulfilment of Ukraine's commitments in the field of European integration as well as responsible for bringing the legislation of Ukraine in line with the EU acquis being forty-seven persons.

2. The National Agency of Ukraine for Civil Service (and subordinated institutions: the Center for Adaptation of the Civil Service to the Standards of the European Union and the High School of Public Governance) offer institutional support of implementation of the European integration policy, namely as regards the following:

- adaptation of public administration and civil service to the EU standards, namely by organising the work to use the institutional tools of Twinning and TAIEX, SIGMA in Ukraine efficiently;

- organisation of quality expert and analytical studies and solutions, in particular, the ones on European integration;

- improvement of the operational standards and procedures for civil servants, activities of the public authorities and local self-government bodies, with account of the European best practices;

- formation of the efficient civil servant professional training system;

- coordination of professional training activities for civil servants in the field of European integration, in particular, within the framework of Resolution of the Cabinet of Ministers of Ukraine No. 1028 of 10 September 2022 "On approving the Regulation on organising professional training of civil servants, senior executives of state-owned enterprises, institutions and organisations with the funds of ITA and other forms of international cooperation";

- implementation of the language programmes in the Language Centre of the High School of Public Governance and as a part of cooperation with EF Language Learning Solutions Ltd;

- training of the civil servants who ensure planning, coordination, monitoring and preparation of reports on fulfilment of Ukraine's commitments in the field of European integration as well as the civil servants involved into bringing the legislation of Ukraine in line with the EU acquis;

- administration of the knowledge management portal in the field of professional training "Knowledge Management Portal" etc.

3. In 2023, at least 361 structural subdivisions in 75 public authorities are involved into fulfilment of Ukraine's commitments in the field of European

integration, including 294 subdivisions that take part in bringing the legislation of Ukraine in line with the EU acquis, and 67 subdivisions responsible for coordinating European integration. This provides for the high level of coordination both in the public authorities and with other agencies.

4. It has been established that Ukraine's commitments in the field of European integration are fulfilled with participation of at least 2,301 professionals from 75 public authorities, including 2,011 professionals from the structural subdivisions involved into bringing the legislation of Ukraine in line with the EU acquis, 290 professionals from the structural subdivisions responsible for coordinating the European integration, which is 28% and 49% of the current professionals of the structural subdivision accordingly.

5. It has been established that the allocation of professionals by the negotiation chapters has materially changed in comparison with 2022. In 2023, the largest number of professionals of the public authorities was involved for the following chapters: "27. Environment", "15. Energy", "11. Agriculture and rural development", "1. Free movement of goods", "24. Justice, freedom and security", "30. External relations", "12. Food security, veterinary and phytosanitary policy", "18. Statistics". At the same time, as for the chapters "15. Energy", "18. Statistics", "24. Justice, freedom and security", and "27. Environment", the number of the professionals involved has been consistently high for these two years.

6. The professionals of the ministries make 37% of all the professionals who take part in bringing the legislation of Ukraine in line with the EU acquis, while the professionals from the central executive authorities are 48%.

7. According to the analysis for 2022 and 2023, less than a half of the professionals from the structural subdivisions that take part in bringing the legislation of Ukraine in line with the EU acquis speak the foreign language at the level sufficient to perform the tasks associated with preparation for the negotiation process. In 2023, the share of the professionals from the structural subdivisions involved into bringing the legislation of Ukraine in line with the EU acquis who speak English at B1 or a higher level tends to go down by 5% in comparison with 2022 (38% in 2023 and 43% in 2022).

The same indicator for the structural subdivisions responsible for coordinating European integration has been 86% for two years.

8. It has been established that, with due consideration of preparation for the negotiation on Ukraine's accession to the EU, the public authorities have faced the package of additional Eurointegration tasks, which requires enhanced institutional capacity, namely by involving additional staff, establishing new subdivisions and additional positions.

It has been established that fifty public authorities and the National Bank of Ukraine need additional human resources to perform the functions in pursuance of fulfilment of Ukraine's commitments in the field of European integration: 514 professionals for the structural subdivisions that take part in bringing the legislation of Ukraine in line with the EU acquis, and 159 professionals for the structural subdivisions responsible for coordinating European integration. This need can be implemented by filling the existing vacancies and creating new positions.

9. Twenty-nine public authorities and the National Bank of Ukraine need new positions: 331 positions to involve professionals into the structural subdivisions that take part in bringing the legislation of Ukraine in line with the EU acquis, and 63 positions to involve professionals into the structural subdivisions responsible for coordinating European integration. Moreover, twenty-two public authorities are ready to satisfy this need by creating new structural subdivisions.

10. The public authorities with the highest staff demand have been determined; they are as follows: Ministry of Economy of Ukraine; Ministry of Environmental Protection and Natural Resources; Ministry for Communities, Territories and Infrastructure Development of Ukraine; Ministry of Agrarian Policy and Food of Ukraine; Ministry of Health of Ukraine; Ministry of Finance of Ukraine; National Energy and Utilities Regulatory Commission; State Statistics Service of Ukraine.

11. It has been established that the public authorities need expert support in thirty out of thirty-five negotiation chapters (including as ITA projects) while preparing proposals on bringing the legislation of Ukraine in line with the EU acquis.

12. It has been established that in 2022 and 2023 the occupational training needs of the professionals involved into the functions to fulfil Ukraine's commitments in the field of European integration have remained consistently high in the following areas: studying the foreign language, knowledge of sectoral legislation of the EU pursuant to the structural subdivision's competence, knowledge of the EU standards in the applicable field and legislation adaptation measures, the process of bringing the Ukrainian legislation in line with the EU acquis, checking conformity of the Ukrainian draft legislative acts to the EU acquis, and drawing up comparative tables, knowledge of the procedure for drafting laws and regulations, law making techniques, theory and practices of the negotiation process, and efficient communication and interaction. There is a highest demand for the English language skills, i.e. among more than 60% of the professionals.

These professional training themes for professionals need to be recommended to the providers of educational services, in the first place, the High School of Public Governance, to be considered in development and formation of content of the applicable general professional (certificate) and general short-term advance training programmes in 2024.



13. In 2023, the professionals prefer remote and mixed training formats among the existing advance training formats. When it comes to the remote training format, the number of the professionals from the public authorities who are ready to take part in online training has been at the level of 64% in 2022 and 2023.

14. According to the public authorities, the list of the institutional capacity and staffing issues has been made. The principal issues include:

the low level of salaries paid to the professionals with the skills necessary to perform tasks in the field of European integration;

the inadequate staffing level, and no positions in the manning table to hire the professionals who may deal with the matters associated with bringing the legislation of Ukraine in line with the EU acquis;

the low level of the English language skills among the professionals, and lack of knowledge and practical skills of bringing the Ukrainian legislation in line with the EU acquis.

The findings of the needs analysis allow giving the following recommendations:

1. All the public authorities responsible for fulfilment of Ukraine's commitments in the field of European integration are recommended to develop their internal plans for enhancing the institutional capacity for implementing the European integration policy and bringing the legislation of Ukraine in line with the EU acquis.

2. The functions of bringing the legislation of Ukraine in line with the EU acquis should be established in the regulations of the respective structural subdivisions of the public authorities responsible for fulfilment of Ukraine's commitments in the field of European integration. It will improve management of the adaptation of the legislation of Ukraine to the EU acquis.

3. Enhancement of the institutional and staffing capacity of the public authorities should be ensured in connection with fulfilment of the commitments in the field of European integration, including to bring the legislation of Ukraine in line with the EU acquis and prepare for the negotiation process, namely by launching new ITA projects and developing cooperation with similar institutions in the EU countries and candidates for membership of the EU.

4. The National Agency of Ukraine for Civil Service and its subordinated institutions (the Center for Adaptation of the Civil Service to the Standards of the European Union and the High School of Public Governance) should:

continue their work to provide adequate human resources to the public authorities, namely by reforming the labour remuneration system, which will encourage civil servants to work efficiently and go up the career ladder, and will be competitive, fair, transparent and forecastable;

ensure implementation of the action plan for developing the system for professional training of civil servants, heads of local state administrations, their first deputies and other deputies, local self-government officials, and local council deputies;

continue their work to sign and perform cooperation agreements with educational establishments (both national and foreign ones) and ITA programmes (projects) regarding preparation of new training materials and academic programmes, organisation of training activities on implementation of the European integration policy, bringing the legislation of Ukraine in line with the EU acquis, language training of civil servants (to study the official languages of the Council of Europe) as well as organisation of practical training in the EU countries for the Ukrainian civil servants responsible for planning, coordinating, monitoring and preparing reports on fulfilment of Ukraine's commitments in the field of European integration as well as bringing the legislation of Ukraine in line with the EU acquis;

continuously assess training needs of civil servants in the field of European integration and adaptation of the national legislation to the EU acquis. Based on the findings of the assessment, new training programmes should be developed for the professionals involved into bringing the legislation of Ukraine in line with the EU acquis, and the effective pool of lecturers and trainers in the field of European integration should be formed and trained. New mechanisms and formats of organisation of the training process (namely remote learning) and organisation of practical training for the professionals involved into coordinating the European integration process and bringing the legislation of Ukraine in line with the EU acquis, both in Ukraine and abroad, should be introduced.