PJSC "Higher Education Institution "INTERREGIONAL ACADEMY OF PERSONNEL MANAGEMENT"



SYLLABUS OF THE ACADEMIC DISCIPLINE
«State and regional administration»

Specialty: **D3 Management**

Educational level: **first (bachelor's) level**

Educational program: **Management**

Kherson Institute of MAUP 2025

General information about the academic discipline

Name of the academic discipline	**State and regional administration**
Code and name of specialty	**D3 "Management"**
Level of higher education	First (bachelor's) level of higher education
Discipline status	selective
Number of credits and hours	**3 credits / 90 hours.** Lectures: 20 Seminar classes: 14 Independent work of students: 56
Terms of studying the discipline	semester
Language of instruction	Ukrainian
Type of final control	**test**
Discipline page on the website	https://ks.maup.com.ua/en/pro-nas/akredytacija/akredytacija-menedzhment-2026

General information about the teacher. Contact information.

Academic degree	
Academic title	
Position	
Disciplines taught by the NPP	
Areas of scientific research	
Links to identifier registries for scientists	
Teacher contact information:	
Email:	
Contact phone number	
Teacher's portfolio on the website of the department / institute / academy	https://ks.maup.com.ua/en/pro-nas/akredytacija/akredytacija nedzhment-2026

Course abstract. The course "State and Regional Administration" is aimed at developing in students systemic knowledge about the theoretical and practical principles of the functioning of the public administration system at the state and regional levels. The course examines the principles, functions and mechanisms of state and regional administration, the organization of the activities of state authorities and local self-government, the formation and implementation of state and regional policy.

Special attention is paid to issues of strategic planning, management of socio-economic development of territories, decentralization of power, public finances, interaction of government, business and the public. Studying the course contributes to the formation of managerial and analytical competencies necessary for effective activity in the field of public management and administration.

The subject of the academic discipline "State and Regional Administration" is a system of managerial relations, processes, mechanisms and instruments for implementing public

administration at the state and regional levels, aimed at implementing state policy, ensuring the socio-economic development of territories and the effective functioning of state authorities and local self-government.

The purpose of the academic discipline "State and Regional Administration": formation of students' knowledge about the national and regional management systems, the features and laws of state building, the organization and exercise of state power and management, the division of powers between state and local government bodies; acquisition of skills and formation of competencies necessary for performing the functions of management of an organization (enterprise) related to interaction with state authorities and local self-government bodies, within the framework of subordination, reorganization and coordination relations.

Objectives of the academic discipline "State and Regional Administration": to form theoretical knowledge among students about the essence, principles and functions of state and regional administration; to familiarize with the organization of the activities of state authorities and local self-government; to teach how to analyze and evaluate state and regional socio-economic development policies; to develop skills in strategic planning and management of territorial development; to form the ability to apply modern management tools in the field of public management and administration; to promote the development of analytical thinking, management competencies and responsibility for making public management decisions.

Prerequisites of the academic discipline. The study of the academic discipline "Public and Regional Administration" is based on the knowledge and skills obtained by students at the undergraduate level. Namely:"Economic Theory", "Macroeconomics", "Management".

Postrequisites of the academic discipline. The learning outcomes obtained during the study of the discipline are the basis for further mastering the following academic disciplines and areas of professional training: public management and administration; strategic planning and management of territorial development; regional economy and territorial development; local self-government; state regional policy; public finance management; evaluation and analysis of state policy.

The acquired knowledge and competencies are also used during internships, coursework and qualification work, as well as in professional activities in state and local government bodies.

The academic discipline ensures the formation of general and special competencies by students and the acquisition of learning outcomes defined by the educational and professional program "Management", namely:

IC. 3ability to solve complex specialized tasks and practical problems, characterized by complexity and uncertainty of conditions, in the field of management or in the learning process, which involves the application of theories and methods of social and behavioral sciences

General competencies	GC 1. The ability to exercise one's rights and obligations as a member of society, to realize the values of civil (democratic) society and the need for its sustainable development, the rule of law, and the rights and freedoms of man and citizen in Ukraine. GC 2. The ability to preserve and multiply moral, cultural, scientific values and multiply the achievements of society based on understanding the history and patterns of development of the subject area, its place in the general system of knowledge about nature and society and in the development of society, technology and engineering, to use various types and forms of physical activity for active recreation and leading a healthy lifestyle. GC 13. Appreciation and respect for diversity and multiculturalism.

Special competencies	SK 6. Ability to act socially responsibly and consciously. SK 14. Understand the principles of psychology and use them in professional activities. SK 15. Ability to develop and demonstrate leadership qualities and behavioral skills
Learning outcomes	RN 1. Know your rights and responsibilities as a member of society, be aware of the values of civil society, the rule of law, the rights and freedoms of man and citizen in Ukraine. PH 2. Preserve moral, cultural, and scientific values and increase the achievements of society, use various types and forms of physical activity to lead a healthy lifestyle. PH 15. Demonstrate the ability to act socially responsible and socially conscious based on ethical considerations (motives), respect for diversity and interculturality.

Content of the academic discipline (full-time education)

No.	Topic name	Number of hours, of which:			Teaching methods/assessment methods
		Lectures	Seminar/ Practical classes	Independent work	
CONTENT MODULE 1. Theoretical principles of public administration and the system of public authorities.					**Teaching methods:**To achieve the educational goal and the predicted program results, the main traditional and interactive teaching methods, the latest technologies are used. Teaching methods: – verbal methods (lecture, discussion, conversation, consultation, etc.); – practical methods (practical work); – visual methods (presentations of the results of completed tasks, illustrations, video materials, etc.); – work with information resources: with educational and methodological, scientific, regulatory literature and Internet resources; – computer learning tools (online courses - resources, web conferences, webinars, etc.); – independent work on an individual task or according to the program of the academic discipline. **Evaluation methods:**oral control (oral questioning, evaluation of participation in discussions, other interactive learning methods); written control (tests, independent work, analytical tasks, essays); test control (closed-form tests: test-alternative, test-correspondence, tasks for data and model analysis); method of self-control and self-assessment;
Topic 1.	Fundamentals of public administration theory	2	2	5	
Topic 2.	State power and public administration	2	2	5	
Topic 3.	Public administration in certain areas of social development	2	2	6	
Topic 4.	The role of different branches of government in the process of public administration	2		6	
Topic 5.	Public administration at the regional level	2	2	6	
Topic 6.	The system of state authorities in Ukraine: constitutional foundations of their functioning, role in governance	2		6	
CONTENT MODULE 2.Organizational and economic principles of the functioning of government bodies.					
Topic 7.	Regional government bodies. Local self-government	2	2	6	
Topic 8.	Internal organization and management of a state authority	2	2	5	
Topic 9.	Efficiency of public administration. State controlin the field of executive power	2		6	
Topic 10.	Institutional changes and development of the state and regional governance system	2	2	5	

					case study evaluation; evaluation of project and laboratory work (modeling of economic processes, forecasting).
Modular test					
Total:		**20**	**14**	**56**	
Form of control: credit					

Technical equipment and/or software. The educational process uses classrooms, a library, a multimedia projector and a computer for conducting lectures and seminars with presentation elements. Studying individual topics and completing practical tasks requires access to information from the World Wide Web, which is provided by a free Wi-Fi network.

Forms of control methods.

Monitoring the progress of students is divided into current and final (semester).

Current control carried out during practical and seminar classes. Its purpose is to systematically check:

- understanding and mastering the theoretical foundations of economic processes;
- the ability to apply knowledge to build models and analyze economic data;
- skills in diagnosing and forecasting economic processes;
- using specialized software for modeling and processing statistical data.
- **Forms of student participation in the educational process, which are subject to current control:**
- speeches and presentations on the analysis of economic processes;
- oral reports on the analysis of economic cases;
- addition, question to the person answering;
- systematic work in seminar classes and activity during discussions;
- participation in discussions, brainstorming, interactive forms of classes;
- analysis of economic data, statistical indicators, economic and mathematical models;
- written assignments (tests, tests, analytical and abstract papers);
- preparation of abstracts, theses, analytical notes;
- independent study of discipline topics and lecture materials.

Current control methods:

- oral control (survey, conversation, report, message);
- written control (test work, analytical report, essay, completion of tasks for building models or processing statistics);
- combined control (oral and written combination to assess understanding and practical skills);
- presentation of independent work or case analysis;
- monitoring activity and participation in practical classes;
- test control (closed and open tasks, analysis of graphs and models);
- working with problem situations (analytical cases, scenario modeling of economic processes).

Assessment system and requirements.

Table of points awarded to higher education students*

Topics	Ongoing knowledge assessment										Final control		
											Modular test	**Credit****	**Total points**
	Topic 1	Topic 2	Topic 3	Topic 4	Topic 5	Topic 6	Topic 7	Topic 8	Topic 9	Topic 10	20	20*	100
Work in a seminar class	3	3	3	3	3	3	3	3	3	3			
Independent work	3	3	3	3	3	3	3	3	3	3			

*The table contains information about the maximum points for each type of academic work of a higher education applicant.

When assessing the mastery of each topic for current educational activities, the student is given grades taking into account the approved assessment criteria for the relevant discipline.

The criteria for assessing the learning outcomes of students and the distribution of points they receive are regulated by the Regulations on the Assessment of Academic Achievements of Students of Higher Education at PJSC "Higher Education Institution "MAUP".

Module control is carried out in the last lesson of the module in written form, in the form of testing.

Assessing criteria for the modular test in the academic discipline "Public and Regional Administration":

When assessment a module test, the volume and correctness of the tasks are taken into account:

- the grade "excellent" (A) is given for the correct completion of all tasks (or more than 90% of all tasks);
- a grade of "good" (B) is given for completing 80% of all tasks;
- a grade of "good" (C) is given for completing 70% of all tasks;
- a grade of "satisfactory" (D) is given for the correct completion of 60% of the proposed tasks;
- the grade "satisfactory" (E) is given if more than 50% of the proposed tasks are completed correctly;
- an "unsatisfactory" (FX) grade is given if less than 50% of the tasks are completed.

Failure to appear for a module test - 0 points.

The above scores are converted into rating points as follows:

"A" - 18-20 points;

"B" - 16-17 points;

"C" - 14-15 points;

"D" - 12-13 points.

"E" - 10-11 points;

"FX" - less than 10 points.

The final semester assessment in the discipline "Public and Regional Administration" is a mandatory form of assessing students' learning outcomes. It is conducted within the time frame specified in the curriculum and covers the scope of material specified in the course program.

The final assessment is carried out in the form of a test. A student who has completed all the required work is allowed to take the semester assessment.

The final grade is based on the student's performance during the semester. The student's grade consists of points accumulated from the results of the current assessment and incentive points.

Students who have completed all required assignments and received a score of 60 points or higher receive a grade corresponding to the grade received without additional testing.

For students who have completed all the required tasks but received a score below 60 points, as well as for those who wish to improve their score (result), the teacher conducts a final work in the form of a test during the last scheduled lesson in the discipline in the academic semester.

Assessment of additional (individual) types of educational activities. Assessment of additional (individual) types of educational activities. Additional (individual) types of educational activities include the participation of applicants in scientific conferences, scientific circles of applicants and problem groups, preparation of publications, participation in All-Ukrainian Olympiads and competitions and International competitions, etc. in excess of the tasks established by the relevant work program of the academic discipline.

By decision of the department, students who participated in research work and performed certain types of additional (individual) educational activities may be awarded incentive (bonus) points for a specific educational component.

Assessment of independent work

The total number of points received by a student for completing independent work is one of the components of academic success in the discipline. Independent work on each topic, in accordance with the course program, is evaluated in the range from 0 to 3 points using standardized and generalized knowledge assessment criteria.

Assessment scale for independent work (individual assignments) assessment criteria.

Maximum possible assessment of independent work (individual tasks)	Execution level			
	Perfectly	Good	Satisfactorily	Unsatisfactorily
3	3	2	1	0

Forms of assessment include: ongoing assessment of practical work; ongoing assessment of knowledge acquisition based on oral responses, reports, presentations and other forms of participation during practical (seminar) classes; individual or group projects requiring the development of practical skills and competencies (optional format); solving situational tasks; preparing summaries of independently studied topics; testing or written exams; preparing draft articles, conference abstracts and other publications; other forms that ensure comprehensive mastery of the curriculum and contribute to the gradual development of skills for effective independent professional (practical, scientific and theoretical) activity at a high level.

To assess the learning outcomes of a higher education applicant during the semester, a 100-point, national and ECTS assessment scale is used.

Final assessment scale: national and ECTS

Total points for all types of learning activities	**ECT8 assessment**	**National scale assessment**	
		for exam, course project (work), practice	**for credit**
90 – 100	A	perfectly	Enrolled
82 – 89	B	good	
75 – 81	C		
68 – 74	D	satisfactorily	
60 – 67	E		

35 – 59	FX	unsatisfactory with the possibility of reassembly	not accepted with the possibility of retaking
0 – 34	F	unsatisfactory with mandatory re-study of the discipline	not passed with mandatory re-study of the discipline

Course policy.

To successfully complete the course "Public and Regional Administration", the student must:

- regularly attend lectures and practical classes;
- work systematically, systematically and actively in lectures and practical classes;
- make up for missed classes or unsatisfactory grades received in classes;
- to fully perform the tasks that the teacher requires to prepare, their quality is appropriate;
- perform control and other independent work;
- adhere to the norms of academic conduct and ethics.

The course "Public and Regional Administration" involves the assimilation and observance of the principles of ethics and academic integrity, in particular, an orientation towards preventing plagiarism in any of its manifestations: all works, reports, essays, abstracts and presentations must be original and authorial, not overloaded with quotations, and must be accompanied by references to primary sources. Violations of academic integrity are considered to be: academic plagiarism, self-plagiarism, fabrication, falsification, copying, deception, bribery, and biased evaluation.

List of questions for self-control and final control of educational activities student achievements

1. The social nature of the concept of "public administration", its purpose and content.
2. The object of public administration and the subject of study. The goals of public administration, their financial and resource support.
3. Main theories and schools of public administration
4. Methods of studying state and regional administration. The art of management.
5. State power as a component of the state-power mechanism.
6. The essence and types of functions of public administration.
7. Functional structure of public administration.
8. The concept and classification of public administration methods.
9. Organizational structure of public administration.
10. Types of state policy, their goals, principles of formation, and tools for implementation.
11. State regulation of the economy, its goals, functions, objects.
12. Features of social sphere management.
13. Public administration in the administrative and political sphere.
14. Specifics of management in the sphere of culture and ideology.
15. The system of public authorities. Legislative power in the system of public administration.
16. The role of the executive branch in governance.
17. Judicial power in the system of public administration.
18. Control authority in the management system, its bodies and forms of activity.
19. Regional management: essence, goals and specifics.
20. Main directions of regional management
21. Mechanisms for implementing the state's regional policy.
22. The essence and features of management of a state authority

23. Centralization and decentralization in the structural organization of public administration.

24. Models of public administration: world experience.

25. Describe the concept, types and role of lobbying. Lobbying in Ukraine.

26. Bureaucracy and bureaucratism in public administration: global trends and domestic specifics.

27. Describe the distribution of power in monarchies, republics, and countries with mixed forms of government.

28. Describe theories and models of local government.

29. Constitutional model of the division of power in Ukraine.

30. The concept of efficiency in management.

31. Describe the government body by classification. Analyze the organizational structure, determine the type of structure, its advantages and disadvantages for the government body under study.

32. Describe the external environment for a government body (separately the external environment of direct and indirect (mediated) influence).

33. Describe the goals of a government body in terms of hierarchy.

34. Describe the tasks and functions of the organ (describe functions based on the classification).

35. Describe the management methods used by the government body (select a specific government body).

36. Describe management relations with other executive authorities (choose a specific authority).

37. Describe the organization of work with citizens' requests of an elected government body (select a specific government body).

38. Describe the overall social effectiveness of public administration in Ukraine.

39. Describe the features of strategic management (using the example of regional state administration).

40. Describe the features of local self-government (using the example of the city of Chernivtsi or an AH).

41. Historical aspect of local self-government in Ukraine.

42. Civil society and citizen participation in public administration.

43. The system of constitutional rights and obligations of man and citizen in Ukraine. Ways of protecting the rights and freedoms of man and citizen.

44. Historical experience of public administration in Ukraine.

45. Ethics of behavior of civil servants (order of the National Civil Service).

46. Interaction of state bodies and local self-government bodies with citizens' associations (using the example of specific citizens' associations).

47. State and administrative services provided by executive authorities and their legal regulation. Work of ASCs.

48. Involving the public in participation in monitoring the functioning of government bodies. Public control.

49. Describe the civil service reform in Ukraine.

50. Describe the reform of the system of executive authorities in Ukraine.

51. Describe the decentralization reform in Ukraine.

52. Describe the reform of the public administration system in accordance with the public administration standards adopted in the European Union and countries of developed democracies (SIGMA program and principles)

53. Describe the legislative branch of government in Ukraine (VRU).

54. Describe the institution of the presidency in Ukraine (president, office of the president, NSDC).

55. Anti-corruption measures in the public administration system in Ukraine (modern institutions and reforms).

56. Public administration in certain spheres of social development: economic sphere (system of government bodies in Ukraine).

57. Public administration in certain areas of social development: social sphere (system of government bodies in Ukraine).

58. Public administration in certain spheres of social development: administrative and political sphere (system of government bodies in Ukraine).

59. Procedure for passing civil service in Ukraine.

60. Implementation of state control over the executive branch by entities of other branches of government.

Recommended sources of information.

Mainliterature:

1. State and regional management. Management and administration: a textbook for bachelors / Authors: Ph.D., Assoc. Prof. Terletska N.M.; Ph.D., Prof. Antokhov A.A.; Ph.D., Assoc. Prof. Terletska Yu.O.; Ph.D., Assoc. Prof. Gruntkovsky V.Yu.; Ph.D., Assoc. Prof. Pochenchuk G.M.; Ph.D., Assoc. Prof. Zapukhlyak V.M.; Ph.D., Assoc. Prof. Kravets V.I.; Ph.D., Assoc. Prof. Storoshchuk B.D.; Ph.D., Assoc. Prof. Zavolichna T.R.; Ph.D., Assoc. Prof. Klevchik L.L. Chernivtsi: 2022. P.94-130. URL: https://archer.chnu.edu.ua/xmlui/handle/123456789/4882

2. State and regional management. Management and administration: a textbook for bachelors: in 3 volumes / edited by Galushka Z. I., Zapukhlyak V. M., Sayenko O. S. Chernivtsi: ChNU. 2023. Vol. 2. P. 7–80.

3. State and regional administration: a textbook for students of specialty 073 "Management" / edited by Prof. S. I. Arkhiereev. Kharkiv: Ivanchenko I.S. Publishing House 2018. 128 p.

4. State and regional administration: a textbook, edited by A.F. Melnyk. Ternopil: Economic Thought, 2014. 452 p.

5. Constitution of Ukraine. Kyiv: Juryd.lit., 1996. 50 p.

6. Averyanov V.B. State administration: European standards, experience and administrative law. Kyiv: Justinian. 2007. 288 p.

7. Voronkova V.G. Management in state organizations: a textbook. K.: Professional. 2004. 256 p.

8. Glen Wright. Public Administration. K. 1994. 113 p.

9. Mykhaylovska O. V., Filippova N. V., Ladonko S. S. Analysis of theoretical approaches to determining the essence of complex definitions of public management and administration. URL: http: //www.univer.km.ua/visnyk/1549.pdf

Auxiliary

1. Averyanov V. The system of executive bodies: problems of reform in the light of constitutional requirements. Law of Ukraine. 2003. No. 9. P.24-30

2. Afanasyev K. State administrative services and legitimate interests of the individual: the relationship concepts. Legal Ukraine. 2007. No. 7. P. 25-29

3. Bezverkhnyuk T. M., Kotova N. O., Popov S. A. Project management in the public sphere: textbook / T. M. Bezverkhnyuk, N. O. Kotova, S. A. Popov / Edited by Bezverkhnyuk T. M. Odesa: ORIDU NADU. 2011. 344 p.

4. Balabaeva Z. V., Beregoi T. A. Regional development management: institutional and organizational aspect: Textbook. Odesa: ORIDU NAPU. 2009. 222 p.

5. Voronov O. I. Theory and practice of making state management decisions in indeterminate conditions: monograph. Odesa: Astroprint. 2017. 272 p.

6. Davtyan S. G., Pirozhenko N. V., Sakhanenko S. Ye. The Autonomous Republic of Crimea in the system of territorial organization of government of Ukraine: Textbook / Edited by S. Ye. Sakhanenko. Odesa: ORIDU NADU. 2010. 258 p.

7. Davtyan S. G., Poichenko A. M., Sakhanenko S. E. Organizational and legal mechanism of public administration at the local level. Odesa: ORIDU NAPU. 2006. 252 p.

8. State capital investments: management problems and ways of their solution at the local level: monograph / edited by Yu. B. Molodozhen. Odesa: ORIDU NAPU. 2010. 312p.

9. Public administration: fundamentals of theory, history and practice: Textbook. Edited by.

Nadolishny P. I., Bakumenko V. D. Odesa: ORIDU NAPU. 2009. 394 p.

10. Yegorov O. Interaction of local executive authorities with local self-government bodies in Ukraine. Bulletin of the National Academy of Public Administration under the President of Ukraine. 2004. No. 2. P. 289-296.

11. Izha M.M., Pakhomova T.I., Riznikova Y.O. Organizational and legal principles of public administration: Textbook. - Odesa: ORIDU NAPU. 2008. 308 p.

12. Personnel policy and civil service: terms, concepts, schemes, aphorisms, bibliography:

Dictionary-reference book / Compiled by O. P. Yakubovsky. Odesa: ORIDU NADU. 2007. 138 p.

13. Kozyaryk V. Public administration and legality. Bulletin of the Ukrainian Academy of Public Administration

Administration under the President of Ukraine. 1999. No. 3. P. 57-61

14. Madison V. Law enforcement as a type of social activity: legality and justice. Bulletin of the National Academy of Public Administration under the President of Ukraine. 2005. No. 2. P. 280-287.

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16. Melnychenko V. Central executive bodies of Ukraine: legal status, types and

system //Accounting and Audit. 2006. No. 5. P. 32-38.

17. Molodozhen Yu.B. Planning of territorial development: teaching manual / Yu.B. Molodozhen. Odesa: ORIDU NAPU. 2010. 284 p.

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academic discipline): Textbook. Odesa: ORIDU NAPU. 2006. 126 p.

20. Scientific and practical commentary to the Law of Ukraine “On Civil Service” / Ed. col.: K.O. Vashchenko, I.B. Koliushko, V.P. Tymoshchuk, V.A. Derets (responsible editor). Kyiv: FOP Moskalenko O.M. 2017. 796 p.

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22. Pochenchuk G. State regulation and public self-organization in the context of instability. Potential for sustainable development in the context of regional and global challenges: materials of the International Scientific and Practical Conference, May 11-13, 2022, Chernivtsi (Ukraine) - Suceava (Romania). Chernivtsi: Chernivtsi National University, 2022. P.99-100.
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23. Problems of reforming the civil service and services in local government bodies in Ukraine: monograph / edited by T. E. Vasilevska. Kyiv: NADU. 2018. 256 p.

24. Romanyuk S.A. Decentralization: theory and practice of application: monograph/ S. A. Romanyuk. Kyiv: 2018. 216 p.

25. Modern regional policy: education, science, practice: materials of the scientific-practical summary.

conf. with int. participation. October 28, 2011. In 2 volumes. Odesa: ORIDU NAPU. 2011.

26. Modern aspects of professionalization of the civil service in Ukraine: Monograph / Edited by M. M. Izhi. - Odesa: ORIDU NADU. 2009. 220 p.

27. Fedorenko V. L., Chernezhenko O. M. Constitutional models of local self-government in

in the EU member states, Switzerland and Ukraine: monograph; edited by V. L. Fedorenko. Kyiv:

Publishing House "Lipa", 2017. 288 p.

Information resources

1. Verkhovna Rada of Ukraine. Official web portal of the Parliament of Ukraine. URL: https://www.rada.gov.ua/

2. Decentralization in Ukraine. URL: https://decentralization.gov.ua/

3. Law of Ukraine “On Civil Service”. URL: https://zakon.rada.gov.ua/laws/show/889-19#Text.

4. Legislation of Ukraine. URL: https://zakon.rada.gov.ua/laws.

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6. Concept for introducing the positions of reform specialists. URL:

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7. Concept of reforming the system of professional training of civil servants, heads of local state administrations, their first deputies and deputies, local government officials and deputies of local councils. URL: https://www.kmu.gov.ua/npas/pro-shvalennya-koncepciyi-vprovadzhennyainformacijnoyi-sistemi-upravlinnya-lyudskimi-resursami-v-derzhavnih-organah-ta-zatverdzhennya-planu-zahodivshodo-yiyi-realizaciyi?_ga=2.189409067.168557516.1602342158-765956128.1602342158

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12. President of Ukraine. Official Internet representation. URL:

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16. Center for Adaptation of Civil Service to European Union Standards. URL: http://www.center.gov.ua/

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