



e-ISSN 3041-2498

Public Management and Policy

<https://www.eu-scientists.com/index.php/pmap>



Institutional Capacity of Public Administration Systems of the Western Balkan Countries in the Process of European Integration

Larysa Komakha  ¹ *

¹ Taras Shevchenko National University of Kyiv (Ukraine). Director of the Educational and Scientific Institute of Public Administration and Civil Service, Doctor of Science in Philosophy, Professor.

* Corresponding Author, e-mail: l_komakha@knu.ua

ARTICLE INFO

ABSTRACT

Research Article

DOI:

[10.70651/3041-2498/2026.5.10](https://doi.org/10.70651/3041-2498/2026.5.10)

Received:

1 April 2026

Accepted:

3 May 2026

Published online:

7 May 2026

Copyright © 2026
by authors



This is an open access journal and all published articles are licensed under a Creative Commons Attribution-NonCommercial 4.0 International (CC BY-NC 4.0)



The article substantiates a multi-level diagnostic framework for assessing the institutional capacity of public administration systems in the Western Balkans during European integration. Institutional capacity is defined as the ability of an administrative system to maintain a recurrent governance cycle: planning reforms, securing resources, coordinating policies, sustaining a professional civil service, ensuring accountability mechanisms, delivering quality services, using digital tools and managing public finances. The methodology combines systemic, institutional, comparative, secondary statistical and logical-analytical approaches, a critical review of recent literature and secondary analysis of SIGMA/OECD, ReSPA, WeBER and Worldwide Governance Indicators materials. The article distinguishes normative alignment with the *acquis* from the actual administrative ability to implement membership requirements. Based on the SIGMA approach, six diagnostic dimensions of institutional capacity are identified: public administration reform strategy, policy development and co-ordination, public service and human resource management, organisation, accountability and oversight, service delivery and digitalisation, and public financial management. The quantitative SIGMA-based analysis reveals uneven administrative capacity across the WB6, with public financial management showing the highest average result and public service and human resource management the lowest. The article proposes a typology of regional administrations according to their functional balance and a logical-analytical adaptation matrix for Ukraine, linking institutional lessons from the Western Balkans with the risks of Ukraine's accession negotiations, wartime governance, recovery and public administration modernisation.

KEYWORDS

public administration, institutional capacity, Western Balkans, European integration, administrative reform, *acquis*, SIGMA, Ukraine.



Інституційна спроможність систем публічного управління держав Західних Балкан у процесі європейської інтеграції

Лариса Г. Комаха  ¹*

¹ Київський національний університет імені Тараса Шевченка (Україна). Директор Навчально-наукового інституту публічного управління та державної служби, д-р філос. наук, професор.

* Автор-кореспондент, e-mail: l_komakha@knu.ua

СТАТТЯ

АНОТАЦІЯ

Дослідницька

DOI:

[10.70651/3041-2498/2026.5.10](https://doi.org/10.70651/3041-2498/2026.5.10)

Отримана:

01.04.2026 р.

Прийнята:

03.05.2026 р.

Опублікована:

07.05.2026 р.

Авторське право

© 2026 авторів



Цей твір ліцензовано на умовах Ліцензії Creative Commons «Із Зазначенням Авторства – Некомерційна 4.0 Міжнародна» (CC BY-NC 4.0).

Обґрунтовано багаторівневу діагностичну рамку інституційної спроможності систем публічного управління держав Західних Балкан у процесі європейської інтеграції. Інституційна спроможність визначена як здатність адміністративної системи підтримувати повторюваний управлінський цикл: планувати реформу, забезпечувати її ресурсами, координувати політику, утримувати професійний корпус державної служби, забезпечувати механізми підзвітності, надавати якісні послуги, використовувати цифрові інструменти й управляти публічними фінансами. Методологічну основу становлять системний, інституційний, порівняльний, вторинний статистичний і логіко-аналітичний підходи, критичний аналіз сучасної літератури та вторинний аналіз матеріалів SIGMA/OECD, ReSPA (Регіональної школи публічного адміністрування), WeBER (моніторингу реформи публічної адміністрації) і Worldwide Governance Indicators (Світових індикаторів врядування). Систематизовано розмежування між нормативним наближенням до *acquis* ЄС (правового доробку Європейського Союзу) та фактичною адміністративною здатністю виконувати вимоги членства. На основі підходу SIGMA визначено шість діагностичних вимірів інституційної спроможності: стратегія реформи публічної адміністрації, розроблення й координація політики, державна служба та управління людськими ресурсами, організація, підзвітність і нагляд, надання послуг і цифровізація, управління публічними фінансами. Кількісний зріз SIGMA засвідчив нерівномірність адміністративної спроможності WB6: найвищий середній результат має управління публічними фінансами, найнижчий – державна служба та управління людськими ресурсами. Запропоновано аналітичну типологізацію адміністрацій регіону за рівнем функціональної збалансованості та логіко-аналітичну адаптаційну матрицю для України. Верифікаційний контур матриці сформовано через зіставлення інституційних уроків Західних Балкан з актуальними документами ЄС щодо переговорного процесу України, дорожніх карт у межах Кластера 1 «Основи процесу вступу до ЄС» (Fundamentals), програми фінансової підтримки України від Європейського Союзу «Ukraine Facility» та завдань модернізації публічного управління.



КЛЮЧОВІ СЛОВА

публічне управління, інституційна спроможність, Західні Балкани, європейська інтеграція, адміністративна реформа, *acquis* ЄС, SIGMA, Україна.

1. Introduction

The European integration of the Western Balkan countries has revealed the limitations of assessing the progress of a candidate country mainly by the number of adopted laws, strategies or formally established institutions. Harmonization with the EU *acquis* (the legal *acquis* of the European Union) remains a necessary prerequisite for the negotiation process, but it does not automatically ensure the ability of the state to fulfill European integration obligations, coordinate interdepartmental decisions, maintain the sustainability of reforms after political changes and translate European requirements into everyday administrative practice.

In the Western Balkan countries, institutional capacity has a double meaning. The European integration process sets the external framework for the modernization of public administration, and the result depends on the internal ability of the administrative system to work stably, professionally and accountably. Political dependence of managerial appointments, fragmentation of responsibility, weakness of evidence-based policy-making, uneven quality of administrative services and problems of financial discipline limit the practical effect of formally adopted decisions. Administrative reform in such an environment ceases to be a technical support for negotiations and becomes one of the criteria for a state's readiness to act as a future member of the European Union.

The Ukrainian negotiation process gives the experience of the Western Balkans practical significance as a system of checks on institutional endurance, rather than as a set of ready-made management decisions. Ukraine is in the negotiation process with the EU after the opening of the intergovernmental conference, the completion of bilateral screening and the adoption of roadmaps on the rule of law, public administration reform and the functioning of democratic institutions. At the same time, the state is carrying out the tasks of military management, reconstruction, decentralization and approximation to European administrative standards.

2. Literature Review

Contemporary literature on public administration in the Western Balkans increasingly links administrative reform with the Europeanization of the state, moving away from a narrow understanding of it as an internal organizational renewal of the administrative apparatus. J. Yahia analyzes the reforms of public administrations in the region through the framework of the SIGMA Principles of Public Administration, emphasizing the need to combine legal approximation to EU standards with the practical ability of administrations to act in accordance with the requirements of good public governance [1]. M. Kmezić, assessing the EU approach to the Western Balkans, emphasizes the limitations of the enlargement policy under conditions when the external conditionality of the EU is not combined with the stable internal political readiness of the countries of the region to reform institutions [2]. In the Ukrainian scientific context, the general rhetoric of European integration is gradually giving way to the analysis of the administrative and legal mechanisms of Europeanization. A. Kormych, V. Zavalnyuk, O. Todoshchak and O. Ulyanov consider the interaction of the EU administrative and legal order with the administrative and legal orders of the associated and candidate countries through the concept of legal pluralism. In this interpretation, harmonisation appears as the agreement of different sources of integration obligations arising from the Association Agreement, the negotiation process, the conditions of financial support, administrative cooperation and modernization programs [3].

The SIGMA Principles of Public Administration remain the methodological core of the assessment of the administrative capacity of candidate countries. They define a set of standards for modern public administration and are used as a framework for reform and monitoring in the enlargement and neighbourhood countries of the EU. In the 2023 edition, the Principles cover six thematic areas: strategy and improvement of public administration; policy formulation and coordination; civil service and human resource management; organization, accountability and supervision; service delivery and digitalization; public finance management [4]. The 2024 SIGMA regional assessment covers Albania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia and Serbia and forms a comparative basis for distinguishing between the formal availability of administrative prerequisites and the actual ability of public administration systems to perform functions in the context of European integration [5].

Quantitative international indicators serve a supporting function in the specialized assessment of administrative reform, as they characterize the institutional environment for its implementation.

Worldwide Governance Indicators (WGI) summarize data, based mainly on expert and survey assessments, on six dimensions of governance: participation and accountability, political stability, government effectiveness, regulatory quality, rule of law and control of corruption [6]. The most relevant for this study are government effectiveness, regulatory quality, rule of law and control of corruption, as they relate administrative reform to the broader background of the quality of state institutions. WGI indicators do not reveal the internal mechanism of public administration reform; therefore, they are used as an auxiliary analytical circuit.

The available literature and analytical materials confirm the multidimensional nature of the institutional capacity of the public administration system: it encompasses regulatory compliance, organizational sustainability, professional civil service, policy coordination, accountability, service quality and financial discipline. In the updated EU enlargement methodology, public administration reform is included in Cluster 1 “Fundamentals”, together with the rule of law and economic criteria, and progress in these areas determines the overall dynamics of the negotiation process. Administrative capacity in this logic acquires the status of a horizontal criterion of a candidate country’s readiness for membership. A compact applied framework capable of linking the experience of the Western Balkans countries with the Ukrainian negotiation process without mechanically transferring Balkan practices to a different war and post-war context remains insufficiently developed.

Purpose of the article. The article aims to substantiate a multi-level diagnostic framework of the institutional capacity of the public administration systems of the Western Balkan countries in the process of European integration and to develop a logical-analytical adaptation matrix for Ukraine. Achieving the goal involves solving the following tasks: to distinguish between formal regulatory approximation to the EU *acquis* and actual administrative capacity to fulfill European integration obligations; to systematize the dimensions of public administration assessment according to the SIGMA approach; to analyze the quantitative cross-section of the WB6 institutional capacity by areas of public administration; to identify types of administrative capacity of the countries of the region; to integrate the SIGMA functional assessment with macro-institutional, public monitoring and professional-network contours; to determine adaptation guidelines for the modernization of Ukraine’s public administration in the context of the negotiation process with the EU, war and post-war recovery.

3. Problem Statement

The scientific and applied problem is to identify institutional nodes of the Balkan experience relevant to preventing the formal implementation of reforms without proper management capacity, interdepartmental coordination and control of results.

4. Methods and Materials

The information base of the study is made up of modern academic works on the Europeanization of public administration, administrative reform, the transformational power of the EU in the Western Balkans, and administrative and legal mechanisms for the integration of candidate countries [1–3]. The main empirical outline is formed based on the materials of OECD/SIGMA: Principles of Public Administration, the regional report Public Administration in the Western Balkans 2024, and separate reports on Albania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia, and Serbia [4–5; 7–12]. The supporting framework includes the Worldwide Governance Indicators, materials from ReSPA (Regional School of Public Administration), WeBER/PAR Monitor (Western Balkans Public Administration Reform Monitor), European Parliamentary Research Service, SIGMA on Ukraine, the updated EU enlargement methodology, Ukraine Report 2025, materials from the Ukraine Facility (EU financial support instrument for Ukraine) and Ukraine Plan 2024–2027 [6; 13–20].

The methodology combines systemic, institutional, comparative, secondary statistical and logical-analytical approaches.

The systemic approach is used to consider public administration as the interaction of strategic planning, policy coordination, civil service, accountability, service function, digitalization and public finances. The institutional approach aims to analyze the gap between formal rules and sustainable administrative practices. A comparative approach was used to compare WB6 administrations by SIGMA assessment areas and identify types of institutional capacity in the region. Secondary statistical analysis covered the interpretation of aggregated SIGMA values by public administration areas and countries.

Aggregated values were not recalculated as the author's index, but were used as secondary data for the SIGMA regional report. The logical-analytical generalization is the basis of the author's diagnostic framework and adaptation matrix for Ukraine, which correlates institutional lessons from the Western Balkans, potential Ukrainian risks, management decisions and performance indicators. Documentary verification of the matrix was carried out by comparing its elements with current EU documents on the negotiation process of Ukraine, roadmaps within Cluster 1 "Fundamentals of the EU accession process" and the financial and management architecture of the Ukraine Facility [17–20].

5. Results and Discussion

Institutional capacity in the process of European integration goes beyond the existence of a ministry, a coordination office, a government strategy or a list of draft laws. Its content is revealed through the ability of the administrative system to support a recurring management cycle: to define the reform, to provide it with resources, to coordinate authorities, to protect implementation from personnel and political gaps, to monitor the result, to adjust the policy after internal and external evaluation. In the absence of such a cycle, the EU *acquis* turns into a normative array that is formally implemented, but does not change the practice of public administration. The SIGMA approach measures administrative capacity through functional areas, rather than through general declarations. In the 2024 regional report, the assessment is built around six areas: public administration reform strategy; policy development and coordination; civil service and human resource management; organization, accountability and supervision; service delivery and digitalization; public finance management [5]. Each direction reflects a separate condition of European integration manageability: strategy sets priorities; policy coordination reduces departmental fragmentation; professional service ensures consistency of implementation; accountability limits discretion; services and digitalization translate reform into contact between the state and the citizen; public finances determine the realism of reform intentions.

Table 1. Diagnostic dimensions of institutional capacity of public administration in the Western Balkans

Dimension of evaluation	Management content	Typical risk	Analysis criterion
Reform Strategy	A coordinated framework for public administration and public financial management reform in connection with European integration priorities	The strategy exists as a document, but does not drive the budget and plans	Share of completed activities, resource allocation, review frequency
Policy Coordination	Interdepartmental preparation of decisions and coordination of positions before the EU	Departmental fragmentation and duplication of responsibilities	Coordination center, consultations, impact analysis
Civil Service	Professionalism, selection, evaluation and protection from politicization	Temporary appointments and personnel dependence on political cycles	Competitive selection, corps stability, human resource management planning
Accountability and Oversight	Clarity of administrative responsibility and accessibility of control	Opaque structures, weak external and public oversight	Publicity of decisions, access to information, independence of control
Services and Digitalization	User-oriented administration, interoperability and digital access	Fragmented e-services without changes in procedures	Life events, single portals, data reuse
Public Finance	Linking reforms with budget, procurement, audit and planning	Unrealistic plans without funding and weak cost estimates	Medium-term budgeting, program logic, internal control, audit

Source: Compiled by the author based on [4–5].

The quantitative SIGMA cross-section confirms the unevenness of administrative capacity in the region. According to the average aggregated values for the six Western Balkan administrations, public financial management has the highest score – 62 points out of 100, while civil service and human resource management have only 40 points. Policy development and coordination are rated at 46 points, service delivery and digitalization – at 44 points, reform strategy – at 49 points, and organization, accountability and oversight – at 56 points [5]. The distribution of values demonstrates the

multidimensional nature of institutional capacity: individual administrative subsystems may demonstrate relatively better formalization, but weaker results in personnel sustainability, service orientation or practical coordination (Figure 1).

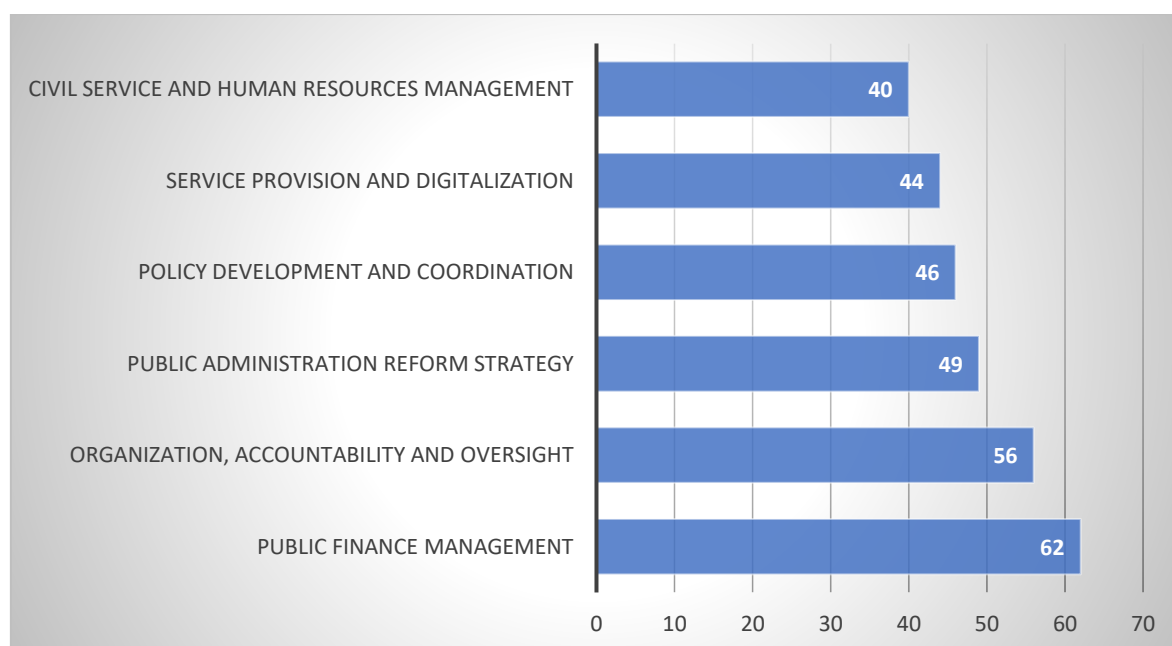


Figure 1. Average aggregated SIGMA values by public administration area of the six Western Balkan administrations in 2024, points out of 100.

Source: Compiled by the author according to the SIGMA regional report [5].

The quantitative SIGMA section moves the analysis from describing individual reforms to typologizing the administrative capacity of the Western Balkan states. According to the average aggregated values for all areas of assessment, Serbia has 57 points, Albania – 55, Kosovo – 54, Montenegro – 49, North Macedonia – 46, Bosnia and Herzegovina – 37, while the average WB6 value is 50 points [5]. The values are not considered a rating of the success of European integration; they are used as an indicator of the functional balance of administrative systems. The aggregated indicators are given according to the regional SIGMA report and reflect a generalized assessment of administrations in the six areas of the Principles of Public Administration. The secondary nature of the SIGMA data determines the cautious status of the typology: it is not a statistical-cluster calculation, but an analytical grouping of institutional capacity in the region. The basis is the ratio of the aggregated level of assessment, the functional balance of administrative areas and the nature of implementation constraints. The first type is made up of administrations with a relatively higher functional balance, where the institutional framework can support most of the basic contours of public administration, although staffing stability, accountability and the quality of policy implementation remain problematic. This type includes Serbia, Albania and Kosovo. The second type covers administrations with intermediate capacity: individual reforms and areas of European integration management are advanced, but overall effectiveness is limited by political blockages, staffing instability or weak implementation discipline. This group includes Montenegro and North Macedonia. The third type is represented by Bosnia and Herzegovina, where a complex multi-level state structure, fragmentation of powers and weak state-wide coordination form a systemic implementation deficit.

The comparison of types confirms the initial thesis: the stage of negotiations or the duration of the European integration process do not guarantee adequate administrative capacity. Montenegro is among the most advanced candidates in the negotiation process, but its average SIGMA value is lower than that of Serbia, Albania and Kosovo.

Negotiation progress and the functional quality of public administration are not identical characteristics. The Ukrainian negotiation process requires constant monitoring of the administrative system's ability to fulfill commitments after their formal adoption, along with monitoring the opening or closing of clusters.

The author's diagnostic framework combines four levels of institutional capacity assessment. The core is SIGMA, which reflects the internal functional capacity of the public administration in key areas

of governance. The Worldwide Governance Indicators characterize the broader macro-institutional environment through indicators of government effectiveness, regulatory quality, rule of law and control of corruption [6]. The WeBER/PAR Monitor (Public Administration Reform Monitoring) adds a public perspective to the assessment of administrative reform, in particular transparency, openness, information availability and citizen orientation [14]. ReSPA represents the professional, educational and network capacity of the region's administrations to maintain reform memory, exchange of practices and personnel development between political cycles [13].

SIGMA remains the core of the analysis; WGI characterize the macro-institutional environment of administrative reform; WeBER shows the level of its public visibility and verifiability; ReSPA reflects the availability of professional channels for training, exchange and support of administrative capacity.

The economic dimension of institutional capacity is manifested through the cost of non-implementation or incomplete implementation of reforms. Weak administrative coordination increases the transaction costs of European integration: ministries duplicate functions, decision-making is delayed, external recommendations are implemented fragmentarily, and budgetary resources are not tied to specific reform results. In candidate countries, such gaps increase the risk of inefficient use of pre-accession assistance, donor resources and investment instruments, when formally planned funds are not converted into sustainable administrative practices. Public financial management in this logic determines the resource coverage of reforms, audit of implementation and measurable results.

The adaptation matrix for Ukraine is considered as a logical and analytical tool for preliminary diagnosis, and not as a mechanical transfer of Balkan practices. It correlates three elements: a recurring institutional risk recorded in the experience of the Western Balkans; potential Ukrainian risk in the context of negotiations with the EU, war and reconstruction; a management decision verified through a specific indicator of effectiveness. The matrix reduces the risk of decorative use of foreign experience, when countries of the region are mentioned only to legitimize a general conclusion.

Table 2. Logical-analytical adaptation matrix of using the experience of the Western Balkans for Ukraine

The Institutional Lesson of the Western Balkans	Risk for Ukraine	Adaptive Management Decision	Sign of Performance
Formal adoption of strategies without an implementation mechanism	Dispersion of roadmaps between authorities	A single register of European integration tasks with responsible bodies and budgetary links	Regular public reporting on roadmaps
Personnel politicization weakens the sustainability of public administration reform	Change of teams after political cycles	Protection of the professional civil service corps and strengthening competitive selection	Stability of key administrative positions
Service digitalization loses its effect without process reform	Duplication of registers and channels of interaction	Interoperability, data reuse, audit of administrative procedures	Shortening procedural steps for citizens and businesses
Public monitoring is often separated from the government cycle	Low trust in reports on reform implementation	Inclusion of public control in the cycle of evaluation of public administration reform (PAR) and public services	Availability of open data on reform implementation
Financial planning lags behind reform commitments	Roadmaps without realistic resource coverage	Linking tasks to medium-term budgetary planning	Traceable link reform - resource - result

Source: Compiled by the author.

Comparative diagnostics moves to the applied level through the adaptation matrix. It captures verifiable risks: fragmentation of European integration tasks, personnel politicization, digitalization without process reform, weak public accountability and the gap between reform commitments and budget planning. Additional verification is provided by the updated EU enlargement methodology: Cluster 1 "Fundamentals" covers the rule of law, economic criteria and public administration reform, and sufficient progress in this cluster determines the possibility of moving forward in other areas of negotiations [17]. The risks identified on the basis of the experience of the Western Balkans have comparative and procedural significance for Ukraine: weak coordination, personnel politicization, insufficient accountability or separation of reforms from budget planning can affect not a separate sector, but the overall dynamics of the negotiation process.

The relevance of the matrix is traced in the current Ukrainian negotiation context. Ukraine Report 2025 records the opening of negotiations with Ukraine, the completion of bilateral screening and the adoption in May 2025 of roadmaps on the rule of law, public administration reform and the functioning of democratic institutions [18]. At this stage, the preparation of the regulatory framework should be supplemented by the organization of coordinated implementation, monitoring and reporting on the roadmaps. The connection between the roadmap, the responsible body, resource provision and public reporting constitutes the practical content of the first block of the adaptation matrix. The financial and managerial dimension of adaptation is confirmed by the architecture of the Ukraine Facility (an instrument of financial support to Ukraine by the European Union) and the Ukraine Plan 2024–2027 (the Plan of Ukraine for 2024–2027). The Ukraine Facility provides up to €50 billion in sustainable support for recovery, reconstruction, modernization, and reforms related to Ukraine's progress toward EU membership [19]. The Ukraine Plan details implementation mechanisms, responsible bodies, contact points, monitoring, and control of the use of financial assistance [20]. Balkan lessons in this regard are relevant to the Ukrainian need to combine reform, resources, implementation control, and measurable results.

6. Conclusions

The institutional capacity of the public administration systems of the Western Balkans states determines the ability of the candidate country to transform European integration obligations into practical administrative results. The experience of the region confirms that formal approximation to the EU *acquis*, adoption of strategies or creation of specialized coordination structures do not guarantee European integration manageability if strategic planning, policy coordination, professional civil service, accountability, service digitalization and public finance management are not developed evenly. Based on the SIGMA approach, institutional capacity is assessed as a system of functional conditions, and not as a general characteristic of public administration. A quantitative cross-section of the six areas of assessment of the WB6 showed a relatively strong position of public finance management and the weakest state of the civil service and human resources management. The distribution of values captures the implementation gap: formal administrative frameworks may be sufficiently developed, but personnel politicization, instability of the management corps, weak policy coordination and limited service orientation reduce the system's ability to provide a repeatable result.

A comparison of the Western Balkan states allows us to distinguish three types of institutional capacity: administrations with relatively higher functional balance; administrations with intermediate capacity, where individual reforms are progressing unevenly; administrations with a pronounced implementation deficit due to fragmentation of powers and weak state-wide coordination. The typology shows that the stage of negotiations, the duration of the European integration process and the formal number of fulfilled obligations do not automatically coincide with the real administrative readiness of the state.

The main scientific result of the article is a multi-level diagnostic framework that combines the SIGMA functional assessment, the WGI macro-institutional contour, WeBER public monitoring, the ReSPA professional-network dimension, the analytical typology of Western Balkan administrations, and the logical-analytical adaptation matrix for Ukraine. Comparison with the updated EU enlargement methodology, Ukraine Report 2025, Ukraine Facility, and Ukraine Plan 2024–2027 confirms the applied relevance of the matrix for the current stage of the Ukrainian negotiation process. The framework shifts the assessment of public administration from counting created bodies, strategies, or legislative changes to checking a recurring management result: reform planning, resource allocation, coordination of implementers, sustainability of the professional corps, quality of services, accountability, and policy adjustments based on monitoring.

The Ukrainian negotiation process requires the use of the experience of the Western Balkans as a system of early warning indicators, correlated with the existing roadmaps, Ukraine Facility mechanisms, public monitoring tasks and medium-term budgetary support for reforms. The most relevant risks are the fragmentation of European integration tasks between authorities, politicization of the civil service, separation of digitalization from the review of procedures, weak public control and insufficient connection between reforms and medium-term budgetary planning. Ukrainian adaptation should take into account the different scale of the state, the military context, the tasks of reconstruction, the depth

of decentralization and the existing digital capabilities, without replacing them with a full-fledged reform of public administration.

Public administration reform is a permanent condition for negotiating progress in the European integration process. The Ukrainian negotiation process requires the early combination of negotiation, administrative, budgetary, personnel, service and monitoring logics into a single cycle of European integration management.

References

1. Jahija, J. (2025). Public Administrations Reforms in the Western Balkan Countries in the Twenty-First Century: Challenges and Trends. In *Public Administration in the New Reality* (pp. 447–511). Springer Nature Singapore. https://doi.org/10.1007/978-981-96-3845-1_14
2. Kmezić, M. (2020). Recalibrating the EU's Approach to the Western Balkans. *European View*, 19(1). <https://doi.org/10.1177/1781685820913655>
3. Kormych, A., Zavalniuk, V., Todoshchak, O., & Ulianov, O. (2024). Ukraine's Europeanization of Public Administration and Harmonizing Customs Legislation – Exploring a Pluralistic Approach. *Lex Portus*, 10(4), 20–30. <https://doi.org/10.62821/lp10402>
4. OECD. (2023). *The Principles of Public Administration*. OECD Publishing. <https://doi.org/10.1787/7f5ec453-en>
5. OECD. (2025). *Public Administration in the Western Balkans 2024: Assessment against the Principles of Public Administration*. OECD Publishing. <https://doi.org/10.1787/1ec4c18f-en>
6. Kaufmann, D., & Kraay, A. (2024). The Worldwide Governance Indicators: Methodology and 2024 Update. *World Bank*. <https://www.worldbank.org/en/publication/worldwide-governance-indicators>
7. OECD. (2025). *Public Administration in Albania 2024: Assessment against the Principles of Public Administration*. OECD Publishing. <https://doi.org/10.1787/5577d117-en>
8. OECD. (2025). *Public Administration in Bosnia and Herzegovina 2024: Assessment against the Principles of Public Administration*. OECD Publishing. <https://doi.org/10.1787/969426b5-en>
9. OECD. (2025). *Public Administration in Kosovo 2024: Assessment against the Principles of Public Administration*. OECD Publishing. <https://doi.org/10.1787/a53fce6b-en>
10. OECD. (2025). *Public Administration in Montenegro 2024: Assessment against the Principles of Public Administration*. OECD Publishing. <https://doi.org/10.1787/6b3dec38-en>
11. OECD. (2025). *Public Administration in the Republic of North Macedonia 2024: Assessment against the Principles of Public Administration*. OECD Publishing. <https://doi.org/10.1787/071bad9d-en>
12. OECD. (2025). *Public Administration in Serbia 2024: Assessment against the Principles of Public Administration*. OECD Publishing. <https://doi.org/10.1787/02001fe4-en>
13. Annual Report 2024. (2024). *Danilovgrad: Regional School of Public Administration*. <https://www.respaweb.eu/download/doc/ReSPA%2BAnnual%2BReport%2B2024.pdf/a22c5babf3ade5bd205f8f2f5528a035.pdf>
14. European Policy Institute. (2024). *WeBER 3.0. Western Balkan PAR Monitor: Strategy for public administration reform 2024/2025*. https://epi.org.mk/wp-content/uploads/Regional-report_Strategy-for-PAR_2024-2025-WEB.pdf
15. European Parliamentary Research Service. (2022). *Decentralisation reforms in the Western Balkans*. European Parliament. [https://www.europarl.europa.eu/RegData/etudes/ATAG/2022/733522/EPRS_ATAG\(2022\)733522_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/ATAG/2022/733522/EPRS_ATAG(2022)733522_EN.pdf)
16. OECD. (2024). *Public Administration in Ukraine 2023: Assessment against the Principles of Public Administration*. OECD Publishing. <https://doi.org/10.1787/078d08d4-en>
17. European Commission. (2020). *Enhancing the accession process: A credible EU perspective for the Western Balkans*. https://enlargement.ec.europa.eu/news/revised-enlargement-methodology-questions-and-answers-2020-02-05_en
18. Ukraine 2025 Report. (2025). *Brussels: European Commission*. https://enlargement.ec.europa.eu/ukraine-report-2025_en
19. The Ukraine Facility. (2024). *Brussels: European Commission*. https://commission.europa.eu/topics/eu-solidarity-ukraine/eu-assistance-ukraine/ukraine-facility_en
20. Ukraine Plan 2024–2027. (2024). *Government of Ukraine*. <https://www.ukrainefacility.me.gov.ua/wp-content/uploads/2024/03/ukraine-facility-plan.pdf>