

TIPS4UA



in cooperation with

U LEAD
WITH EUROPE

TRAINING AND INTERNSHIP PROGRAMME SUPPORT FOR UKRAINIAN MUNICIPALITIES (TIPS4UA)

GUIDELINES FOR HOSTING ORGANIZATIONS for TIPS4UA 2026



MINISTRY OF
FOREIGN AFFAIRS
OF DENMARK

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SLOVENIA
AID & PARTNERSHIPS



Ministry for Development
of Communities
and Territories of Ukraine

Training and Internship Programme Support for Ukrainian Municipalities (TIPS4UA) – is a training and internship program for local government officials of Ukrainian municipalities at local and regional level in Europe. **TIPS4UA was initiated by the European Alliance of Cities and Regions for Reconstruction of Ukraine and is being implemented by the European Committee of Regions (CoR) in cooperation with U-LEAD with Europe and implementing partners (IP) in EU.**

TIPS4UA aims to enhance the capacity of Ukrainian municipalities when managing preparation and implementation of municipal projects.

In 2026 TIPS4UA program will be implemented for the participants of up to 35 Ukrainian municipalities:

- 20 individual municipalities
- 5 regional partnership teams: regional councils, regional administrations + 3 municipalities

It is understood that regions may also be represented by the representatives of state military administrations during martial law, with the expectation that civilian authorities will assume representation once martial law is lifted.

- **STEP 1:** Preparatory training module organized online/offline in Ukraine (April-May 2026),
- **STEP 2:** Internships with practical experience in a hosting municipality or region in the EU or associated country (June-October 2026),
- **STEP 3:** Continuous capacity building within Community of Practice for Project Management (after completing the internship).

The programme may continue in 2027.

TIPS4UA Participants

Ukrainian local government officials are invited to participate in TIPS4UA and visit for internship/hospitality authorities in the EU and EEA countries that wish to support the programme. There are two groups of officials that are prioritised under TIPS4UA:

- Municipal Leaders (Mayor, Deputy Mayor) - eligible for a study visit to up to 5 working days, with the aim to promote institutional learning and partnerships.
- Municipal Specialists (Project Manager, Specialist responsible for project design and implementation) for up to 10 working days for internship visit, aimed at capacity building, exchange of practical experience and development of common projects.

Separate internship plans for mayors and specialists are to be prepared, tailored to their respective roles and learning objectives within the TIPS4UA programme.

Hosting authorities are invited to adhere to the programme by December 2025.

Matching municipalities for the internship visits

Matching of Host Organizations (HO) with representatives from Ukrainian sending municipalities (SM) will be done in February-March 2026 following the selection process of Ukrainian TIPS4UA participants which will be organized in February 2026.

For the matching, the following prioritisation criteria will be taken into consideration:

- Where possible, European HO will host interns of its existing partner municipality or region in Ukraine (if such partnerships exist, and if the Ukrainian partner applied and is selected)
- If European HO doesn't have partner in Ukraine or its partner hasn't applied (wasn't selected), the match will be based upon:
 - o Where possible, similar size and profile of municipality,
 - o Thematic potential project and its field and practices which may suit Ukrainian municipality and support the development of partnerships.
 - o Geographical or regional relevance: where possible, matches will take into account geographical proximity or regional context, with a view to fostering future cross-border cooperation.

The match will be done by the TIPS4UA Implementing Organizations (CoR and U-LEAD with Europe) and consulted with Implementing Partners (IP).

Internship visit preparation

To ensure efficient preparation and implementation of the internship visit, Host Organization needs to assign a Mentor who will

- Be responsible for overall preparation and implementation of the internship visit in the Host Organization,
- Liaise with the representatives of Implementing Partner (IP) and Interns for the preparation of the Internship plan and its implementation,
- Support the Interns with the finalization of the project proposal they will work on,
- Contribute to the preparation of the report on the Internship visit.

After the partners (SO and HO) are matched, an online bilateral meeting between the mentor and Ukrainian participants will be organized to launch the preparation of the individual internship plan in March-April 2026.

The individual internship plan is to be prepared one month before the start of the internship and will include:

- Names of interns, mentors and shadowing person from the IP to act as a support,
- Proposal of project(s) or activities, that reflect needs of the Ukrainian municipality which should be thoroughly reviewed and are aligned with the local development and /or recovery plan. This alignment will help identify the specific sector and focus area for the project and to be prepared while visiting HO. Additionally, this will serve as the foundation for selecting the necessary skills, knowledge, and processes to be learned.
- Suitable good practice of the host to share,
- A programme/agenda with the dates and time of the on-boarding meeting and exit meeting, as well as other relevant activities.
- Logistical plan: travel from and back to Ukraine, accommodation details, costs reimbursement procedures if in place (these should not overburden the Ukrainian sending municipalities),
- Health and safety tools and equipment to be used.

The internship plan may include some materials to read to prepare for the internship (info about local self-government system, hosting municipality, projects implemented, etc).

Internship implementation

The exact internship dates will be identified jointly by HO and interns (by setting a date during the first online bilateral meeting and subsequent communication). As mentioned above, both interns from the UA municipality will travel together to the HO while municipal leader will stay with HO for up to one week, municipal specialist will stay for up to two weeks.

In terms of format, an internship/hospitation visit may include:

- Orientation – onboarding session to provide general information about the HO, system, project being prepared in HO, meet host and others in the process.
- Practices sharing – site visits to present project implementation practices, construction and other sites, use of IT technology and other support tools in administration, good suitable practices,
- Learning – training inputs related to project preparation and implementation, review of the project documentation, discussion with experts and HO staff,
- Experience sharing – tips and practical insights on the work with EU funded projects, also talking to intermediary bodies for EU funds in host country, if possible,
- Exchange – venue for discussions, public consultations and hearings, networking, searching for partners in potential projects,
- Shadowing – trying the role of the host municipal officials (how one does it in the EU).
- Regular meetings among HO, intern and IP and 2 exit meetings where Internships/hospitation Report is to be discussed and visit closed.

In terms of topics, the internship/secondment visit should cover:

- Thematic sector and suitable good practices which may help Ukrainian municipality to find efficient solutions for their investment projects,
- Absorption capacity solutions in HO (budget and financial planning, overall infrastructure planning, linking different bodies of administration in one functional system, project planning, methodology, decision making processing, preparation of tendering and contracting, implementation of projects and capacity to implement, monitoring, access to EU funding)
- Cooperation, networking and partnership with other municipalities and regions (where applicable) for bigger projects and joint administrative solutions.

Internship/secondment will be implemented between June and October 2026.

Key tasks of Hosting Organization

Host organizations (HO) are local authorities (municipalities) and/or regional authorities/bodies/agencies depending on the legal and organisational structure in the EU or in the associated countries.

Their tasks are as follows:

- Providing mentor(s) and where necessary covering mentor(s) costs to work with interns during the duration of the TIPS4UA, in particular during the preparation and implementation of internship/hospitation (STEP 2),
- Co-creating individual internship/hospitation plan for visit with IP, which will detail the internship activities and programme of the visit,
- Taking care of the local logistics and covering the related costs (accommodation, meals, local transportation)

- Participation in on-boarding meeting and regular meetings with the trainee/intern and the IP,
- Organising integration of the interns in own working process ensuring necessary coordination, communication and working space,
- Ensuring, when possible and necessary, the use of tools, office equipment and software to enable advanced learning,
- Ensuring that all legal requirements in the host country are respected.

Financial arrangements

Host organisations are financing:

- Accommodation and meals at the visit location (accommodation and subsistence allowance can be offered in line with the host's financial possibilities and living standards)
- Short local travel (for example between the nearest airport to the HO and the interns' place of accommodation during the internship) when this is needed for the implementation of the individual internship plan and preparation of the draft project proposal,
- Salary and nationally agreed payments of the mentor,
- Working space with related costs (electricity, office materials and similar).

International logistics for all participants from/to Ukraine to/from the nearest airport of the HO (host organisation) is organized by U-LEAD with Europe.

¹ If selected, individual UA SM with population of less than 50 000 inhabitants and not having municipal partner abroad may apply for support with the organization of accommodation to U-LEAD with Europe.