

**UDC: 351**

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# FORMATION OF CIVIL SOCIETY AS THE BASIS OF SUSTAINABLE DEVELOPMENT IN UKRAINE

**Abstract.** The article describes the main aspects of public administration by the state authorities and briefly analyzed National Strategy for Civil Society Development in Ukraine in 2016–2020 years for compliance with the basic factors of self-organization ability, which made it possible to build the model of public administration based on the feedback mechanism in the subject-subject interaction of public authorities and public institutions.

**Keywords:** public administration, state administration, civil society development, model of public administration, research center.

## ФОРМУВАННЯ ГРОМАДЯНСЬКОГО СУСПІЛЬСТВА ЯК ОСНОВИ СТАЛОГО РОЗВИТКУ В УКРАЇНІ

**Анотація.** У статті описуються основні аспекти державного управління та коротко проаналізовано Національну стратегію розвитку громадянського суспільства в Україні у 2016–2020 роках щодо дотримання основних факторів самоорганізації, що дало можливість побудувати модель публічного управління на основі механізму зворотного зв'язку у взаємодії між суб'єктами та органами державної влади.

**Ключові слова:** державне управління, публічне адміністрування, розвиток громадянського суспільства, модель публічного управління.

## ФОРМИРОВАНИЕ ГРАЖДАНСКОГО ОБЩЕСТВА КАК ОСНОВЫ УСТОЙЧИВОГО РАЗВИТИЯ В УКРАИНЕ

**Аннотация.** В статье описываются основные аспекты государственного управления и коротко проанализирована Национальная стратегия развития гражданского общества в Украине в 2016–2020 годах по соблюдению основных факторов самоорганизации, что дало возможность построить модель публичного управления на основе механизма обратной связи во взаимодействии субъектов с органами государственной власти.

**Ключевые слова:** государственное управление, публичное администрирование, развитие гражданского общества, модель публичного управления.

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**Target setting.** Modern society requires sustainable development and protection from threats. As a result, emerging sustainable society (sustainable) development and the civil public, covering all aspects of life and are presented with institutions today. Impact

of intergovernmental, non-governmental organizations on the development of civil society in Ukraine and on the interaction of state administration institutions and civil society formed the basis for the development of public administration and the need for scientific

in methodological support of this process and formation the science of public administration in Ukraine.

**Analysis of recent publications on issues.** Source of information for writing are the results of scientific research [1–18].

**The purpose of the article.** Based on the analysis using the modeling method, to build the model of public administration based on the feedback mechanism in the subject-subject interaction of public authorities and public institutions.

**The statement of basic materials.** The specified period in the history of Ukraine, which shook the whole world, convincingly demonstrated that the process of formation of civil society in our country rapidly moved into the practical phase and, with all acuteness, made scientists face a number of problems that require not only deep understanding, but also relevant conclusions and recommendations.

Analyzing the current development of Ukraine, one should recognize that the state itself is often not only reluctant, but also just incapable of ensuring the democratic goals, standards, and values, the need for which is increasingly felt in society, on its own. In this sense, the main present-day problem consists not so much in further development and improvement of various institutions of the state as in the development of society, which should turn the state not into a sovereign master, but into an effective tool of ensuring general socially significant goals, needs, and values. One of the main foundations of the functioning of the democratic system, when democracy is interpreted primarily as a democratic process, is the

participation of citizens in state government. Political participation, which not only guarantees citizens the opportunity to express their attitude to public policy, but reflects the will of citizens to participate in political life, is the most important of them. The main feature of such citizens is the presence of their own political position and their own vision of ways of the social and political development of the state.

Only civil society, accumulating healthy forces, is able to become the foundation and a means of implementing radical political and socio-economic reforms. Just its active exponents and bearers are able (being aware of their responsibility to the present and the future) to develop and propose a strategy for profound transformations, a strategy for future choice that is a coherent ideology of development, relying on our own historical experience, on the best of our achievements, on our strength in conjunction with such main European and international values as democracy, freedom, human rights, and the rule of law. This is a historic opportunity that Ukraine has not yet lost to choose such a model of the development of democracy in which civil society and democratic constitutional state interact as equal partners. It is a return to the original meaning of the notion of the rule of the people and strong willingness to revive the Ukrainian democracy just as a possibility translated into action and an inalienable right of the community to influence its own life and the life of the country. Its social ideal is to build a well-developed civil society, a democratic, legal, prosperous, and successful state — an equal and respected partner in international relations. It is an ideo-

logy of creating new Ukraine, which is an incarnation of the nationwide, country-wide interest of a contemporary Ukrainian national idea that is focused on the future but related to the present, and that is based on the fundamental traditions, mentality, law, and culture.

Today, the path of the Ukrainian state, if it really does not want to be left behind, to find itself in a whirlpool of indifference, and at the same time does not want to get lost in the grip of “chauvinistic” dreams, consists primarily in adequate and clear understanding the condition in which we find ourselves. Real evaluation of what is now happening in Ukraine, no matter how unattractive it is, neither disgraces nor discredits nor humiliates Ukraine. It is the diagnosis — a statement of fact — that is necessary for the recovery of the country, state, and society. As a result, each several citizen makes his own decision for himself. Acknowledging that further living in the same way is shameful and impossible encourages action to achieve positive changes.

The problem of contemporary Ukraine is not that society is lacking new goals and new values, but that it is extremely lacking specific goals and specific, clearly defined tasks that can be implemented and, most importantly, can give a result significant for the society, and not only for a narrow stratum, for which Ukraine is only a means of self-enrichment and realization of its own ambitions. In this sense, one should seek to formulate not something new, but, above all, something specific that is understandable to most citizens who have lost their faith in the authorities, that is supported by those citizens and can be implemented through joint

efforts. This approach allows a fundamentally new way to look at the problems that have arisen and now are facing Ukraine.

Today, we often hear that the main thing is to find good, honest, and competent parliamentarians, good judges, good officials, etc, and this will allow the society to live better and quieter. The real objective of the reforms proposed is not changing individual personalities, but changing the system which always includes changing the procedure for formation and functioning of this system. For example, referring to the judiciary and its independence, the main goal is not to search for responsible and honest judges, but to change the procedure for formation of this branch of government which must necessarily engage the public.

The goal of the state is not to bring discipline with a powerful hand, but to constantly promote the development of civil society, because the stronger civil society, the stronger the state. However, this perception should not be interpreted as permanent management of society by the state. The state must provide society with only one thing — the opportunity to develop and to create means for this development.

This step is the first, but a necessary shift towards filling the concept of “the rule of the people” with real content. If the primary resources of a country are its people and society, then it is them who should decide how the country should live and develop, how to fight against corruption, and what priorities should be chosen for the society. Therefore, the main conclusion to be made is that one should radically rethink, above all, the general approach to the deve-

lopment of Ukraine and to the consolidation of democracy. The essence of this approach is to turn regard to civil society, its strengthening and development. Society cannot be changed by decree or law; it cannot be quickly “rebuilt” like public authorities. In relation to society, fundamentally different mechanisms act (primarily educational, cultural, and ideological ones), the action of which manifests itself not even after years, but in the long run. There is no other path, because any attempts to follow the same path as before will lead not just to another error, but the loss of a historical chance together with Ukraine itself as an integral and sovereign state. The limit of errors is exhausted! There can be no delays, either — the contemporary globalized world, in which the intensity and complexity of “challenges” only increases, simply does not allow to have such delays. What for a choice it will be is a matter of conscience and responsibility of every citizen, because this choice is not so much one of a dream as one of an everyday reality. Today’s dream may in the future become an everyday reality through efforts of civil society. However, it should be emphasized that if today everyone does not realize this dream, it will have no chance to become a reality.

Intellectual understanding the origins of formation of civil society, its theory, stages, institutions, and prospects deeply convinces that overcoming a systemic crisis in all spheres of a country is possible due to its progress. This belief is based on an analysis of theoretical achievements of foreign and domestic thinkers of the past. No less interesting and important is current

research of this urgent problem that intensifies the perception of a holistic image of civil society, understanding and vision of what one wants and what one should say about it. As experience conclusively proves, it is civil society that, accumulating healthy forces, is able to become the foundation and a means of implementing radical political and socio-economic reforms. Just its active exponents and bearers are able, being aware of their responsibility to the present and the future, to develop and propose a strategy for profound transformations for Ukraine.

The progress in development of civilization in modern times provides for expansion of boundaries of the civil society, its transformation into a new type and formation of its new dimensions. The world development objectively results in the intensified interdependence of all the spheres of social life outside the national boundaries, on a scale of regions and the whole world community. This interdependence becomes ever more noticeable in such spheres as ecology, economics, politics and other spheres of life.

The present-day relations between peoples cover the whole complex of public and private relations, which overgrew into the national isolation and state borders. They develop on an objective basis, but at the same time display different subjective factors, different aims of their participants. While earlier the international relations used to be interstate only, the globalization process of the previous decade is characterized by the participation of transnational corporations, international and national organizations, political parties, public organizations, lo-

cal authorities, as well as the structures called as surrogate forms of civil society, such as separatist movements, criminal groupings, armed brigandish units, and terrorist structures. Step by step, the world of transnational relations is being formed, and those are not always progressive. The progressive relations are specific for their democratization, humanist nature, and mutual penetration. This process is typically characterized by diminishing the role of the state and its bodies both in the national and international relations. All of this is responsible for refusal from the traditional forms of international cooperation.

Diversity and multi-aspect nature become an objective attribute of the world society and its development. They are exemplified by discussion of the ways to democratizing the UNO, international organizations of the continental and regional level, expansion of authorities of the intergovernmental organizations, a wider recognition of values and interests common for all the civilizations. Renovation and modernization of public supernational structures of the civil society, expansion of all-democratic, humanistic principles do not eliminate the uneven development of the world community, regional formations. This thesis may be expressly illustrated by the uneven development of the old European Union members, which caused a severe economic (financial) crisis of this credible European institution. This crisis was preceded by the political crisis caused by adoption (of the Constitution for Europe), when the citizens of France, Netherlands, Luxemburg voted against the proposed project at the referendums. The result

made all the EU-states looking for the ways to intensify political consolidation of the community.

A determinant feature of the present-day development of the world community, its public structures is their having highly developed institutions of public society in the countries of the Western Europe and Northern America. It is illustrated by sustainable development of "The Group of Seven's", "The Group of Twenty's" societies, fostering the dialogue between them and expanding public structures both inside these countries and in the Eastern Europe, in the Near East, in Asia. This fact characterizes dynamics of the all-European process and intensification of its influence on the global development.

Dynamic development of Europe and its regional structures is also closely connected with expansion and reforming of the UN, OSCE, and European Council. They have direct influence on the national development models, activities of the public society structures, foster unification, and implementation of democratic standards. In many cases external factors stimulate market and democratic transformations, while the internal conditions for realization of the foregoing have not yet become mature enough. The key role of high democracy standards materialized to the fullest and brightest extent in activities of such international structures of the European Council, Organization for Security and Cooperation in Europe, European Union.

The Statute of the Council of Europe adopted in 1949 incorporated the spiritual and moral guidelines for the continent development arising from common spiritual and moral heritage of

the peoples in the member-countries of this continental organization. This heritage relies upon the human rights and freedoms, supremacy of law and commitment to democracy. The European Council is aimed at achievement of the closer integrity for the sake of well-being and social progress. This aim is expected to be implemented in economic, social, cultural, scientific, legal and administrative spheres. According to Art. 3 of the Statute of the Council of Europe, each member-state shall comply with the principle of the supremacy of law and fundamental human rights and freedoms. Any member-state that commits material violations of the aforesaid values may be deprived of representation in the Council of Europe.

For more than sixty years' history of its existence the Council of Europe has approved and put into action about 200 conventions, which constitute a continental system of democratic norms. All of this has a direct impact on development of national models of new European countries, which committed to the path of democratic development, and their determination of the long-term and prospective reference points in their development, for the intentions to join the Council of Europe, NATO, EU are directly connected with a choice and implementation of a certain model of national development. For Ukraine, its community and elite this means overcoming an inconsistent state of partial readiness to fast Europe-style transformations. A kind of monopoly of the developed European states and Northern America over possession of the democracy standards compels the new democracies make their way to the classic standards through market

and democratic transformations, which have not been yet become mature therein.

At the same time, it should be noted that in the recent twenty years of development we have witnessed expansion of pseudo-democratic models of social and political structure in the former Soviet Republics. They are criticized and condemned both by the European interstate organizations, regional institutions of public society and public social institutions in the CIS countries.

Now it should be noted that formation of the super-national civil society elements is contradictory. Private business overcoming the national state borders does not always ensure understanding among the peoples. Increased influence of transnational capital makes the globalization processes unbalanced, therefore, giving rise to antiglobal movements, however, being the structures of the public society, they have lack credibility and real influence on accommodation of the existing contradictory interests. Such organizations meet the classic objectives of the civil society structures only in part.

The interaction of public organizations aimed at antiwar struggle has recently intensified in the international field. The reasons are the wars at the beginning of the XXI century in Afghanistan, Iraq and growing military confrontation between the USA and Russia in recent times. Resistance to the growth of military threat is demonstrated by such forms of public society as Pugwash movement existing for more than a half century and the people's diplomacy. A form of the people's diplomacy is intensification of ecological activities of the public society. The

Greens' activities cover more and more new regions of our planet. At the beginning of this century there were more than five thousand environmental organizations in the world, which today, apart from Europe and Northern America, cover Asia, Africa and Latin America. Nowadays the Greens evolved from holding protest actions to searching reasonable development options.

An important form of organizing the "global" civil society is the worldwide trade union movement aimed at ensuring social justice. The youth movement of Christian and other organizations is rising.

Finally, it should be noted that the present-day regional and global civil society is a progressive development factor, with universal human values and interests being the objective thereof.

Since 1990, Ukrainian SSR acquired the status of a subject of international law. That was an equal participant in international relations. Following independence, Ukraine was a question about the effect of international treaties ratified by the Soviet Union, in Ukraine. Therefore, December 10, 1991, the Law "On the Application of Treaties in Ukraine", which found that prisoners and duly ratified international treaties of Ukraine shall form an integral part of the national legislation of Ukraine and used in accordance with the procedure provided for in national legislation. Later in 2004 entered the Law of Ukraine "On International Treaties of Ukraine", the effect of the previous stops. This law establishes the procedure for the conclusion, performance and termination of international agreements of Ukraine and exercising national interests of the goals, objec-

tives and principles of the foreign policy of Ukraine.

International Treaties of Ukraine is the result of globalization effects, which in turn creates an innovative news and society as a variant of post-industrial society, society sustainable development and civil society.

For modern public administration, there are natural influences on it of numerous trends and processes of world development, which are accompanied by profoundly significant social changes. The most famous, and, in our opinion, fundamental are the processes of globalization, including also the transition from state administration to public administration in the conditions of the civil society development in Ukraine. In turn, the priorities of such policies are realized through state programs (national strategies, state target programs, social and economic development programs, and state budget) for a certain medium- or short-term period.

Today, external processes influence the development of civil society in Ukraine, as a result, this is the signing of relevant documents that require the implementation of these programs of action. Thus, in Article 443 of Chapter 26 "Cooperation on Civil Society Issues" of the Association Agreement between Ukraine, on the one hand, and the European Union, the European Atomic Energy Community and their Member States, on the other hand (the Agreement was ratified by the Act № 1678-VII of 16.09.2014) noted that the parties encourage cooperation on civil society issues with a view to achieving such goals [15]:

a) strengthening contacts and mutual exchange of experience between all



sectors of civil society in Ukraine and EU Member States;

b) involvement of civil society organizations in the implementation of this Agreement, in particular monitoring of its implementation, as well as the development of Ukraine-EU bilateral relations;

c) ensuring better awareness and understanding of Ukraine in the EU Member States, in particular its history and culture;

d) Providing better awareness and understanding of the European Union in Ukraine, in particular its core values, functioning and policies.

Article 444 refers to the promotion of dialogue and cooperation between civil society actors on both sides as an integral part of relations between Ukraine and the EU, by [15]:

a) strengthening contacts and mutual exchange of experience between civil society organizations in Ukraine and EU member states, including professional seminars, skills development, etc.;

b) To promote the process of institutional development and consolidation of civil society organizations, including, inter alia, lobbying, informal communication, visits and seminars, and the like;

c) Ensuring that Ukrainian representatives are aware of the organization within the EU of consultations and dialogue between social and public partners in order to involve civil society in the political process in Ukraine.

The internal reaction of Ukraine to external obligations is the same documents as the Law of Ukraine “On the Basics of Domestic and Foreign Policy” (2010, № 40), as last amended. Where in article 5 of the “Foundations of the

policy in the field of the formation of civil society institutions” (the main objectives of domestic policy in the formation of civil society institutions, namely [11]:

– approval of civil society as a guarantee of the democratic development of the state;

– the completion of political reform, the strengthening of interaction between state authorities and local self-government bodies and citizens’ associations, the introduction of public control over the activities of the authorities;

– ensuring the independent activity of citizens’ associations, strengthening their influence on the adoption of socially important decisions;

– increasing the role and responsibility of political parties, promoting the political structuring of society on the principles of multi-party system, creating conditions for ensuring broad representation of citizens’ interests in representative bodies of power;

– regular consultations with the public on important issues in the life of society and the state;

– holding all-Ukrainian and local referenda as effective forms of people’s will, participation of the people in making socially important decisions.

The next step was the Law of Ukraine “On Public Associations” in 2013. This law defines legal and organizational principles of the right to freedom of association guaranteed by the Constitution of Ukraine and international agreements of Ukraine ratified by the Verkhovna Rada of Ukraine, the procedure for the formation, registration and termination of associations [12].

The methodological basis for public participation in the formation and implementation of public policy is the corresponding resolution of the Cabinet of Ministers of November 3, 2010 № 996 “On Ensuring Public Participation in the Formation and Implementation of State Policy”, which approved the procedure for consultation with the public on the formation and implementation of state policy in mandatory Procedure in the form of public discussion and/or electronic consultation with the public on draft regulatory legal acts [10]:

- concern the constitutional rights, freedoms and rights of citizens;

- concern the vital interests of citizens, including affect the state of the natural environment;

- provide for the implementation of regulatory activities in a certain sphere;

- define strategic goals, priorities and tasks in the corresponding to the sphere of public administration (including projects of state and regional programs of economic, social and cultural development, decisions on their implementation);

- concern the interests of territorial communities, the exercise of the powers of local self-government delegated to executive bodies by relevant councils;

- determine the procedure for providing administrative services;

- concerning the legal status of public associations, their financing and activities;

- provide for the provision of benefits or the establishment of restrictions for business entities and civil society institutions;

- concern the assignment to legal entities and objects of property rights, which are assigned to them, to objects

of ownership, belonging to natural persons, names (pseudonyms) of individuals, anniversary and festive dates, names and dates of historical events;

- concern the expenditure of budgetary funds (reports of the main administrators of budget funds for the past year).

As indicated in the relevant resolution, the period for conducting such consultations with the public is determined by the executive authority and must be no less than 15 calendar days.

Projects of regulatory acts are submitted for public discussion, taking into account the requirements of the Law of Ukraine “On the Basics of State Regulatory Policy in the Sphere of Economic Activity” [10].

Today, on the governmental website “Civil Society and Power”, information on conducting electronic consultations with the public can be found, as well as a report on the results of public discussion and electronic consultations with the public. The executive body should publish its electronic consultations with the public on its official website and in other acceptable ways no later than two weeks after the adoption of decisions on the discussion results.

A temporary advisory and advisory body formed to facilitate public participation in the formation and implementation of public policy is the public council under the Ministry and other central executive bodies. Representatives of public associations, religious, charitable organizations, creative unions, trade unions and their associations, associations, organizations of employers and their associations, non-state media as civil society institutions that are registered in the established

order and carrying out activities On the territory of Ukraine. Regulations on the public council are developed by the public council and approved by the executive authority under which it was formed. The main tasks of the public council are [10]:

- assistance in the realization by citizens of the constitutional right to participate in the management of public affairs;
- implementation of public control over the activities of the body;
- assistance in the registration of the public opinion body in the formation and implementation of public policy.

The Public Council in accordance with the tasks assigned to it [10]:

- prepares and submits to the government authorities proposals and an indicative plan for conducting consultations with the public, as well as for conducting consultations not provided for in the plan;
- prepares and submits to the authority the proposals on organization of consultations with the public;
- submits to the government authorities binding proposals on the issues on which the authority conducts consultations with the public, as well as on the drafting of normative and legal acts on the formation and implementation of state policy in the relevant sphere, improving the work of the authority;
- conducts, in accordance with the legislation, a public examination of the activities of the authority and public anti-corruption expertise of normative legal acts and draft normative legal acts developed by the authorities;
- carries out public control over the consideration of the government’s proposals and public comments, providing

them with transparency and openness of their activities, access to public information, as well as compliance with regulatory and legal acts aimed at preventing and combating corruption;

- informs the public without fail of their activities, decisions taken and their implementation on the official website of the authority and in other acceptable ways;
- collects, summarizes and submits to the government information on the proposals of civil society institutions to address issues of significant public importance;
- organizes public events to discuss topical issues of the development of the industry or administrative-territorial unit;
- prepares and publishes an annual report on its activities.

The Public Council has the right to [10]:

- establish permanent and temporary working bodies (board secretariat, committees, commissions, expert groups, etc.);
- involve council executives, local governments, representatives of national and international civil society, experts and scientific organizations, enterprises, institutions and organizations (with the consent of their heads) as well as individual professionals (by agreement);
- organize and conduct workshops, conferences, round table meetings and other events;
- receive in due course from the executive authorities, local government information necessary for the support of the Council;
- receive from the government draft regulations on matters that require

consultation with the public, within three days after the beginning of such consultations.

Unfortunately, the above Resolution of the Cabinet of Ministers of Ukraine, having a not very complicated methodology, is not being implemented in this volume. It is not clear and it is not defined how public councils should be financed under executive bodies, as institutions of civil society. This is the basis for complaints against state authorities by the public and public institutions. This leads to a tense dialogue for further development. As a result, the civil society (including institutions of public authority) is slowly developing and distrust of state institutions.

Also in this article we would like to draw attention to the recently adopted document “National Strategy for Civil Society Development in Ukraine in 2016–2020 years” approved by the Decree of the President of Ukraine on February 26, 2016 № 68/2016. Consider and briefly analyze the Strategy for compliance with the basic factors of self-organizing capacity. For the analysis applies if there is such a possibility, self-organizing system of the main factors of capacity, which is based on results of the author’s theoretical achievements [16], namely: conditions, ideas, technology, resources, subjects and objects of management impacts on first second (impact), the first reaction of the second (monitoring and evaluation), that is:

- the conditions under which public administration begins and is taking place;

- the ideas on the basis of which state management is carried out, that in strategic, state-political and pro-

grammatic documents, as a rule, goals, objectives, principles, approaches are presented;

- the technologies that ensure the transformation of these ideas into expected results;

- the resources necessary to implement the impact of public administration in the subject-object state-management relations;

- the subject (subjects) of public administration – the system of public authorities, constitute the institutional provision of the strategy;

- the variety of the subject’s impacts on the object of public administration;

- the object of public administration – social activity, including all the diversity of social spheres, industries, relations;

- a system for monitoring the results of the reaction of an object of public administration to the relevant effects of a subject of public administration, in particular, to organize monitoring and evaluation of these results.

This Strategy can be seen as part of the Strategy for Sustainable Development “Ukraine–2020” approved by the Decree of the President of Ukraine on January 12, 2015 № 5/2015.

The National Strategy for Civil Society Development in Ukraine in 2016–2020 years, clearly defined *conditions* in Part 2 of “Basic problems of civil society development in Ukraine”, in which the problem occurred, highlight the problem areas, but unfortunately does not clearly corresponds to part 3 “Objectives and principles of the Strategy”. Recently, the analysis of the system the main factors of self-organization ability is the *idea*, for which it is designed, and determines the creation

of favorable conditions for the development of civil society, building effective public interaction with public authorities, local authorities on the principles of partnership, providing additional opportunities for realization and protection of rights and freedoms of man and citizen satisfaction with public interests with various forms of participatory democracy, public initiative and self-organization, as well as the principles on which it is based.

In Part 4 “Strategic Directions and Tasks”, representing *technologies*, it is stipulated [9]:

- creation of favorable conditions for the formation and institutional development of civil society organizations;

- ensuring effective procedures for public participation in the formation and implementation of state, regional policies, addressing issues of local importance;

- stimulating the participation of civil society organizations in the social and economic development of Ukraine;

- creation of favorable conditions for interdepartmental cooperation, which should determine the direction of development and tasks, as well as the inconsistency of Part 2 and 3 of the Strategy. But overall, with the proper implementation of Part 5. “Implementation, monitoring and evaluation of the implementation of the Strategy” can get the expected results.

Concerning the next factor of self-organization ability — “*resources*”, which is presented in the Strategy in Part 6. “Financial support for the implementation of the Strategy”, we can safely say that there are no resources. It is indicated that “The Strategy imple-

mentation is carried out at the expense of budgetary funds, as well as from other sources not prohibited by law” [9], but it is not clear at the expense of what budgets, and it is also not clear what is the “civil society development fund”, when and by whom is it created?

The *subjects* of the implementation of the Strategy have been identified, including the Coordination Council for the Promotion of Civil Society Development as a consultative and advisory body to the President of Ukraine, involving representatives from the Cabinet of Ministers of Ukraine, other state bodies, local government bodies, scientific institutions, as well as representatives of civil society organizations, the number of which should be at least half of the Coordination Council. Methodical support, *monitoring* and evaluation of the implementation of the Strategy is assigned to the Coordination Council, the Cabinet of Ministers of Ukraine annually approves, taking into account the results of public discussion, a plan of measures for the implementation of the Strategy, ensures its implementation on the principles of openness and transparency, and reports on its implementation. Scientific support for the implementation of the Strategy with the involvement of other scientific institutions, non-state analytical centers and independent experts in the established order is carried out by the National Institute for Strategic Studies [9].

Thus, according to the results of the analysis of the system of the main factors of self-organization ability, we can conclude that the National Strategy for Civil Society Development in Ukraine in 2016–2020 years is an important and

basic instrument for the formation and development of civil society and public administration, which is good and clearly defined *conditions*, as the main problems of civil society development in Ukraine, formed the *idea* of representing the goals and principles of the Strategy, and also indicate *technologies* through strategic directions and tasks, taking into account the implementation, *monitoring* and evaluation of the implementation of the Strategy. But the lack of such a factor as resources makes it impossible to implement this Strategy.

As for the implementation by the executive authorities of this Strategy, there remains an incomprehensible situation on the part of the Cabinet of Ministers of Ukraine on the approval of the action plan. Even today it can be argued that for 2016 such a plan has not yet been approved and there is no report on its implementation.

In general, the transition from state administration to public administration in the context of the development of civil society in Ukraine is proceeding slowly. "The main problems of civil society development in Ukraine", mentioned in Part 2 of the National Strategy for Civil Society Development in Ukraine in 2016–2020 years remain unresolved. And the implementation and implementation of this Strategy requires appropriate resources and a constant dialogue between public authorities and society.

If we talk about the formation of a society of sustainable development as a civil society, it covers all spheres of life and is represented by institutions today. The influence of intergovernmental, non-governmental and so-called

out-of-control organizations on the development of civil society in Ukraine and on the interaction of state institutions and civil society institutions created the basis for the development of public administration in Ukraine, and for scientists the need for methodological support of this process.

The emergence of public administration in Ukraine requires, first of all, the formation of the theoretical and methodological foundations for building a new model of interaction between the institutions of civil society and state administration.

Institution — comes from the Latin *institutio* "device indication" in the dictionary of the Ukrainian language, institution — organization, establishment; division of the establishment [9]. At the same time, people — is a major institution of civil society.

In terms of Humanocentrism man — whether individual or community representative — should always be the goal and never — means it is Kant's ethical principles [17].

The institutions of civil society today in Ukraine are public organizations, religious and charitable organizations, creative unions, trade unions and their associations, associations, employers and their associations, community organizations, non-media companies and other non profit organizations, legalized under the law [10].

As for the state administration institutions, they are public authorities: the head of state or a collective body, legislature, executive and judiciary. In Ukraine — a president of Ukraine, the Verkhovna Rada of Ukraine, the Cabinet of Ministers of Ukraine and central executive bodies, local authorities and

other bodies of public administration in the administrative-territorial units of Ukraine; The Constitutional Court of Ukraine and courts of general jurisdiction; police and law enforcement agencies.

Interaction between state administration institutions and civil society institutions has created the possibility of subject-subject relations between them. That public administration (as opposed to public administration, where methodological aspects were based on subject-object relationship between government and society) proposes the introduction of a new approach where methodological aspects of state determined in cooperation and equality as the authorities (state administration institutions) – and society (civil society institutions) in general.

Considering the above, the new public administration directions can represent as a disciplinary matrix (Picture 1).

The mechanism of interaction between civil society institutions and state administration institutions can be presents as a subject-subject interaction, which has built on the principle

$$\begin{pmatrix} a_{00} & a_{01} & \dots & a_{0m} \\ a_{10} & a_{11} & \dots & a_{1m} \\ \dots & \dots & \dots & \dots \\ a_{n0} & a_{n1} & \dots & a_{nm} \end{pmatrix}$$

**Picture 1. The new public administration directions as a disciplinary matrix**

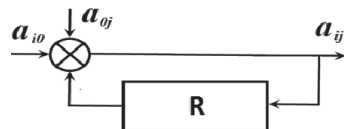
Where,  $a$  — the result of interaction between civil society institutions and state administration institutions;  $n$  — number of civil society institutions;  $m$  — number of state administration institutions

of feedback between them. For individuals, as defined in Wikipedia feedback means influence the result of the system of the nature of the operation [4].

In our case, consider the feedback as a mechanism of interaction.

Using the new public administration directions as a disciplinary matrix (Picture 1) and on the base of feedback mechanism, we construct a model of interaction between civil society institutions and state administration institutions and present it as a model of public administration (Picture 2).

As seen in Picture 2. The state administration institutions and civil society institutions are included in the model, which are the subject-subject interaction through the regulator. The regulator, in this case — is a tool that builds, corrects and regulates subject-subject relationship in a feedback mechanism. For example, a regulator can be: legal framework (international acts, laws of Ukraine, Decrees of the President of Ukraine, CMU, CMU regulations and other regulations); standards (international, national, sectoral, business rules, regulations, requirements, etc.); resources (natural, physical, financial, human resources), and specific tools of government, public and supranational organizations (contract programs, and even interpersonal relationships).



**Picture 2. The model of public administration on feedback mechanism principles**

Where,  $a_{0j}$  — the state administration institutions;  $a_{i0}$  — institutions of civil society;  $a_{ij}$  — the interaction result  $a_{0j}$  and  $a_{i0}$ ;  $R$  — Regulator

Based on these results, a model of public administration — is the interaction of civil society and public administration institutions, which is the subject-subject interaction and bases on a feedback mechanism.

In this way, in this article we offer the new public administration model on feedback mechanism principles in the subject-subject interaction, that can be seen as theoretical and methodological foundations for the development of interaction between state institutions and public institutions.

**Conclusions.** Thus, the main aspects of public administration were described and the National Strategy for the Development of Civil Society in Ukraine in 2016–2020 on observance of the main factors of self-organization was briefly analyzed, which made it possible to build a model of public administration on the basis of a feedback mechanism in the interaction of subjects with state authorities.

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