

ISSN 2414-0562 (Print)  
ISSN 2617-2224 (Online)  
[https://doi.org/10.32689/2617-2224-2021-2\(27\)](https://doi.org/10.32689/2617-2224-2021-2(27))

INTERREGIONAL ACADEMY OF PERSONNEL MANAGEMENT



МАУП

# **PUBLIC MANAGEMENT ПУБЛІЧНЕ УРЯДУВАННЯ**

*№ 2 (27) – June 2021*



Publishing house  
«Helvetica»  
2021

Public management  
Certificate KB 21596-11496 P  
Published from november 2015  
Pereodisity: 4 times on a year + one  
Published by the decision of Academic council of  
Interregional Academy of Personnel Management  
(Protocol № 3 from June 23, 2021)  
Collection is included to the international  
and domestic scientometrics databases Index  
Copernicus International, ResearchBib, Turkish Education  
Index, Polish Scholarly Bibliography, Google Scholar,  
“Україніка наукова”, “Джерело”.  
According to the Order of the Ministry of Education  
and Science of Ukraine dated November 7, 2018, № 1218,  
the collection “Public management”  
is included in the List of printed periodicals, which are included  
in the List of scientific professional editions of Ukraine, which  
have been assigned the category “B”.  
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Materials filed in the author’s edition.  
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Address of the editorial board:  
Interregional Academy of Personnel Management  
Str. Frometivska, 2, Kyiv, Ukraine, 03039

Публічне урядування  
Свідоцтво KB 21596-11496 P  
Видається з листопада 2015 року  
Періодичність: 1 раз на квартал + 1 на рік  
Друкується за рішенням Вченої ради  
Міжрегіональної Академії управління персоналом  
(протокол № 3 від 23.06.2021)  
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Turkish Education Index, Polish Scholarly Bibliography,  
Google Scholar, “Україніка наукова”, “Джерело”.  
Згідно з Наказом Міністерства освіти і науки України  
від 07.11.2018 № 1218 збірник “Публічне урядування”  
внесено до Списку друкованих періодичних видань,  
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Адреса редакційної колегії:  
ПрАТ “ВНЗ “Міжрегіональна Академія  
управління персоналом”  
вул. Фрометівська, 2, Київ, Україна, 03039

**Public management** : collection. № 2 (27) — June 2021. Kyiv : Interregional Academy of Personnel Management, 2021. 56 p.

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UDC 351

[https://doi.org/10.32689/2617-2224-2021-2\(27\)-1](https://doi.org/10.32689/2617-2224-2021-2(27)-1)

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## ANALYSIS OF THE DISCURSIVE FIELD OF THE PROBLEM OF FORMATION AND DEVELOPMENT OF STATE PERSONNEL POLICY

**Abstract.** *The purpose of the work* is to review the discourse field of the formation and development of state personnel policy, which will identify the main features of the state of research on personnel policy in Ukraine. The opinion is substantiated that, today, the level of research of theoretical and methodological approaches to the functioning of mechanisms of personnel policy of the state, at different levels of government, is considered insufficient in the context of fundamental changes in economic, socio-political and cultural life of Ukraine.

**Methodology.** Methodological principles of personnel management allowed to explore the developed approaches to strategic personnel management, to apply the motivational mechanisms of civil servants, as well as to analyze the successful experience of leading countries in the implementation of personnel policy.

**Scientific novelty.** The processes of formation and development of state personnel policy have been improved by reviewing the discourse field on this issue, which differs from the existing ones by focusing on seven features of the state research of personnel policy in Ukraine, based on analysis of organizational, institutional, legal and methodological support. issues of increasing the level of professional competence of staff.

**Conclusions.** A review of the discourse field of formation and development of state personnel policy revealed that the state is based on the disclosure of the peculiarities of selection, placement and organization of staff, including: compliance with the principles of democratic management of personnel (selection of candidates for business and moral and ethical qualities); focusing the attention of managers on the professional development of staff, providing conditions for training and career opportunities; creation of a system of effective selection of personnel reserve; the principle of continuity in the activities of staff, which consists in the cooperation of young promising staff and experienced employees in order to transfer

the acquired experience, the necessary experience; conducting an assessment of the level of quality of work based on the achieved results; carrying out systematic control and inspections of the practical activities of staff.

**Key words:** state personnel policy, people development, democratic governance, staffing, training of employees of public authorities, the use of labor potential.

## **АНАЛІЗ ДИСКУРСНОГО ПОЛЯ ПРОБЛЕМАТИКИ ФОРМУВАННЯ ТА РОЗВИТКУ ДЕРЖАВНОЇ КАДРОВОЇ ПОЛІТИКИ**

**Анотація. Мета роботи** – здійснити огляд дискурсного поля проблематики становлення та розвитку державної кадрової політики, який дасть змогу визначити основні особливості стану наукових досліджень кадрової політики держави в Україні. Обґрунтовано думку про те, що на сьогодні дослідженість теоретико-методологічних підходів щодо функціонування механізмів кадрової політики держави на різних рівнях управління вважається недостатньою в умовах запровадження ґрунтовних змін у економічному, соціально-політичному та культурному житті України.

**Методологія.** Методологічні засади кадрово-управлінської діяльності дали змогу дослідити розроблені підходи до стратегічного управління персоналом для застосування мотиваційних механізмів діяльності державних службовців, а також для здійснення аналізу успішного досвіду провідних країн світу у реалізації кадрової політики.

**Наукова новизна.** Удосконалено процеси становлення та розвитку державної кадрової політики шляхом здійснення огляду дискурсного поля проблематики з даного питання, що відрізняється від наявних досліджень фокусуванням уваги на семи особливостях стану наукових досліджень кадрової політики держави в Україні, в основі яких лежить аналіз організаційного, інституційного, правового та методичного забезпечення з питань підвищення рівня професійної компетентності персоналу.

**Висновки.** Здійснений огляд дискурсного поля проблематики становлення та розвитку державної кадрової політики дав змогу визначити, що простежується розкриття особливостей проведення процедур відбору, розстановки та організації роботи персоналу, серед яких, зокрема, такі: дотримання принципів демократичного управління кадровим забезпеченням (відбір претендентів за діловими та морально-етичними якостями); фокусування уваги керівників на професійному розвитку персоналу й забезпеченні умов для навчання і кар'єрного зростання; створення системи ефективного підбору кадрового резерву; принцип спадкоємності у діяльності персоналу, який полягає у співпраці молодих перспективних кадрів та досвідчених працівників з метою передачі набутого у роботі необхідного досвіду; проведення оцінювання рівня якості роботи кадрів на основі досягнутих результатів; здійснення систематичного контролю та перевірок практичної діяльності персоналу.

**Ключові слова:** державна кадрова політика, розвиток персоналу, демократичне управління кадровим забезпеченням, підвищення кваліфікації працівників органів публічної влади, використання трудового потенціалу.

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### **1. Introduction**

Independent Ukraine, over the entire period of its existence, has experienced a large number of fundamental changes in all spheres of public life, including in the personnel policy of the state. Such transformations contributed to the attraction of considerable attention to understanding the causes and consequences of these changes, to the implementation of a detailed analysis of the existing problems today, as well as the determination of effective ways to solve them in the future. In this perspective, it is of particular importance to analyze the main problems of the formation and

implementation of the state's personnel policy in all public authorities without exception, because the positive effect of the implementation of state policy as a whole directly depends on the quality of human resources.

At the current stage, in Ukraine there is a rather acute shortage of qualified personnel and the lack of opportunities for their proper professional training, is directly related to the crisis situation in the system of staffing the civil service and leads to a decrease in the rate of development of mechanisms for its formation. In addition, the issue of orientation of civil service employees to public

needs remains relevant. This question reveals the main task of such services: the provision of quality services to the citizens of their country. For this, an extremely necessary step is the transformation of the consciousness of civil servants and the renewal of their worldview in the direction of meeting human needs (Bobko, Maryniak, 2018).

## **2. Analysis of a number of scientific studies on the implementation of state personnel policy**

In the process of studying a number of scientific works on the formation and implementation of an effective personnel policy of the state, it was determined that a large number of authors were engaged in research on this issue for a long time. Among the researchers of this direction we can note the following V. Bakumenko, E. Bolotin, K. Vashchenko, V. Volyk, S. Gonchar, V. Goshovska, N. Diachenko, E. Kovalenko, Y. Kovbasiuk, M. Orliv.

The research of the aforementioned authors leads to a more accurate understanding of the role of human resources in the processes of ensuring sustainable development of the state and its individual sectors, substantiates the content of changes in the procedures for the formation and development of human resources of public authorities. This is, first of all, connected with the processes of active development of a market economy based on the use of in-depth knowledge and practical skills, and also requires the provision of qualified workers in all sectors and spheres of state activity, in the required volumes. An analysis of a number of scientific studies on the implementation of state personnel policy leads to an understanding of the importance of accumulating a high-quality personnel reserve and the implementation of its capabilities, as well as the urgent need to improve the personnel system for managing the processes of selection, training and promotion of personnel.

## **3. The state of scientific research of domestic authors on personnel policy of the state in Ukraine**

Problems arising in the implementation of personnel policy by the state, in our opinion, arise due to the lack of an integrated approach to the implementation of effective theoretical developments and the introduction of innovative techniques in this area. Therefore, an important issue at this point in time is a comprehensive study of the theoretical and methodological foundations of the implementation of state personnel policy, analysis of its current state, as well as the determination of promising ways of development, in the context of the national strategy of the state.

A group of authors (Kovbasiuk, 2012), including K. Vashchenko, Y. Kovbasiuk and Y. Surmin, in the

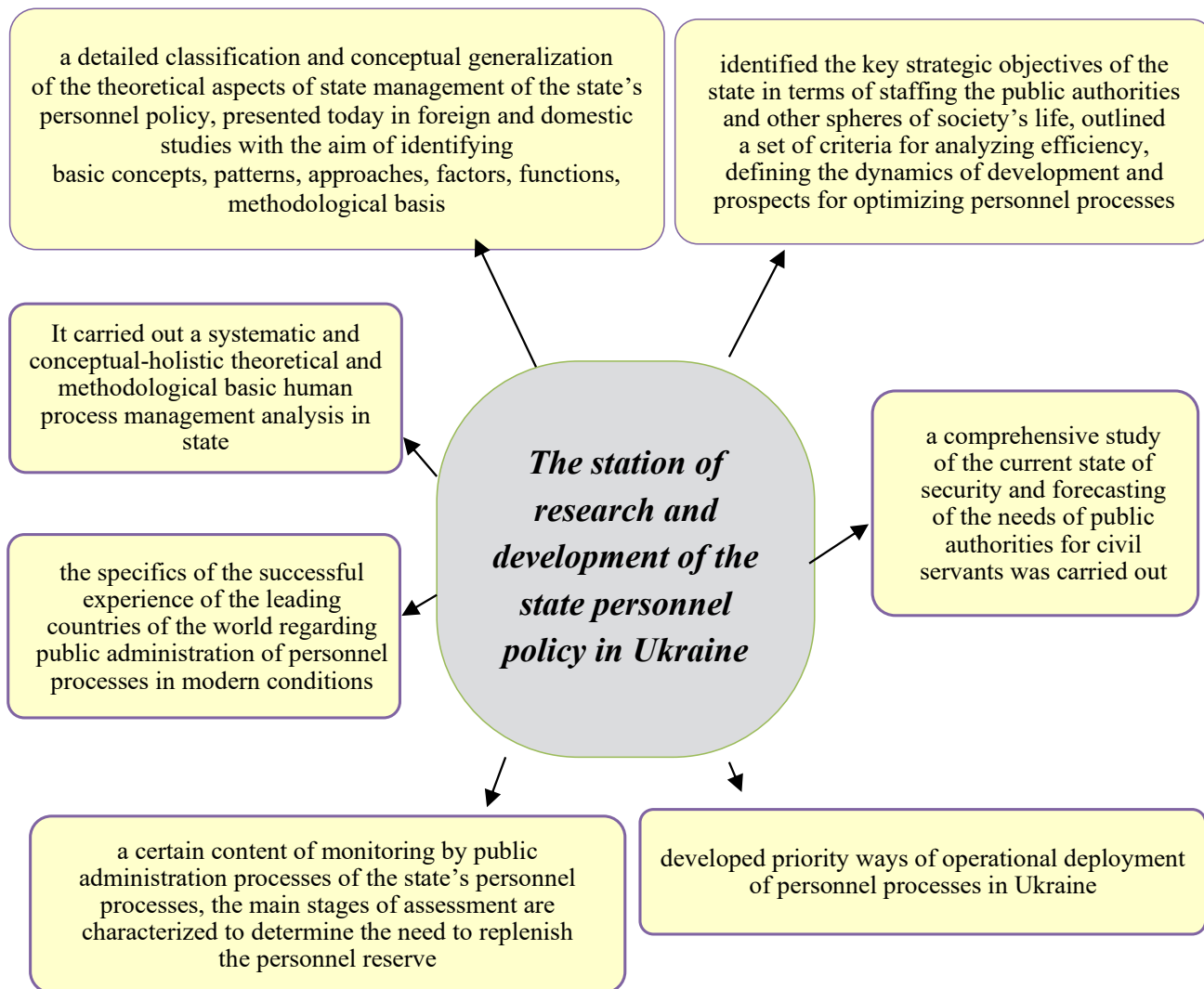
general scientific work of public administration, analyzed the current state, identified key problems and outlined important prospects for the development of the state's personnel policy, and also summarized the existing scientific directions research these issues (see Fig. 1.).

It should be noted that the current state of the formation of human resources in Ukraine is characterized by insufficient use of the results of modern scientific research on the formation and implementation of the state personnel policy. However, scientific works (Honchar, 2019) by domestic authors gradually appear, in which versatile theoretical and practical aspects of state personnel policy are revealed.

Thus, T. Kornieva determines the dependence of the level of efficiency of the state functioning on the qualitative composition of the human resources of the civil service. In turn, V. Oluiko proposes a set of measures for effective staffing of public authorities and other state structures in order to assist the state in fulfilling its functions. From the scientific point of view of the authors S. Seregina and N. Goncharuk, the personnel policy of the state acts as an integral system of providing personnel and organizing their work, the functioning of which is aimed at achieving a high positive result for the state. V. Iatsiuk in his scientific heritage reveals the main theoretical and organizational aspects of the functioning of the civil service in Ukraine and the issues of improving the qualifications of its employees.

In our opinion, one of the main problems in the state processes is the problem of providing highly qualified personnel to the administrative system of Ukraine. We can observe a direct dependence of the effectiveness of the implementation of administrative functions of the state on the quality of the personnel potential of public authorities, directly affects the standard of living of the population and its well-being, the development of all spheres of life and the country's place in the international space.

In the context of the scientific views of I. Melnyk (Melnyk, 2014), in the field of public administration science, an effective personnel policy is one of the key factors in the future development of the state personnel support system. In a broad sense, personnel policy is defined as a nationwide system of work with personnel, which includes the processes of reproduction of the personnel potential of the public administration system and its direct employment, determines the basic principles of legal regulation of labor relations, the application of organizational mechanisms and specific procedures for selecting personnel.



**Fig. 1. The state of scientific research of domestic authors on the issues of state personnel policy in Ukraine [3, art. 31]**

In our opinion, today in Ukraine there is an urgent need to develop a new personnel policy based on the use of innovative technologies and modern ideas in order to promptly resolve existing personnel issues. From the scientific point of view of V. Kulychenko, the core of any management activity in the field of staffing is an indivisible system of goals, ideas and priority areas of staffing activities of the state, which permeates all spheres of public life without exception (Tarasov, 2019).

It should be noted that, gradually, in the process of development of society, the concept of the state's personnel policy and the scientific approaches to its implementation are changing. In this perspective, T. Kravchenko defines the key goal of implementing the state's personnel policy is to provide qualified, conscientious and active workers with a high level of professionalism in the implementation of management processes. If the above goal is achieved, it will be possible to accelerate the pace

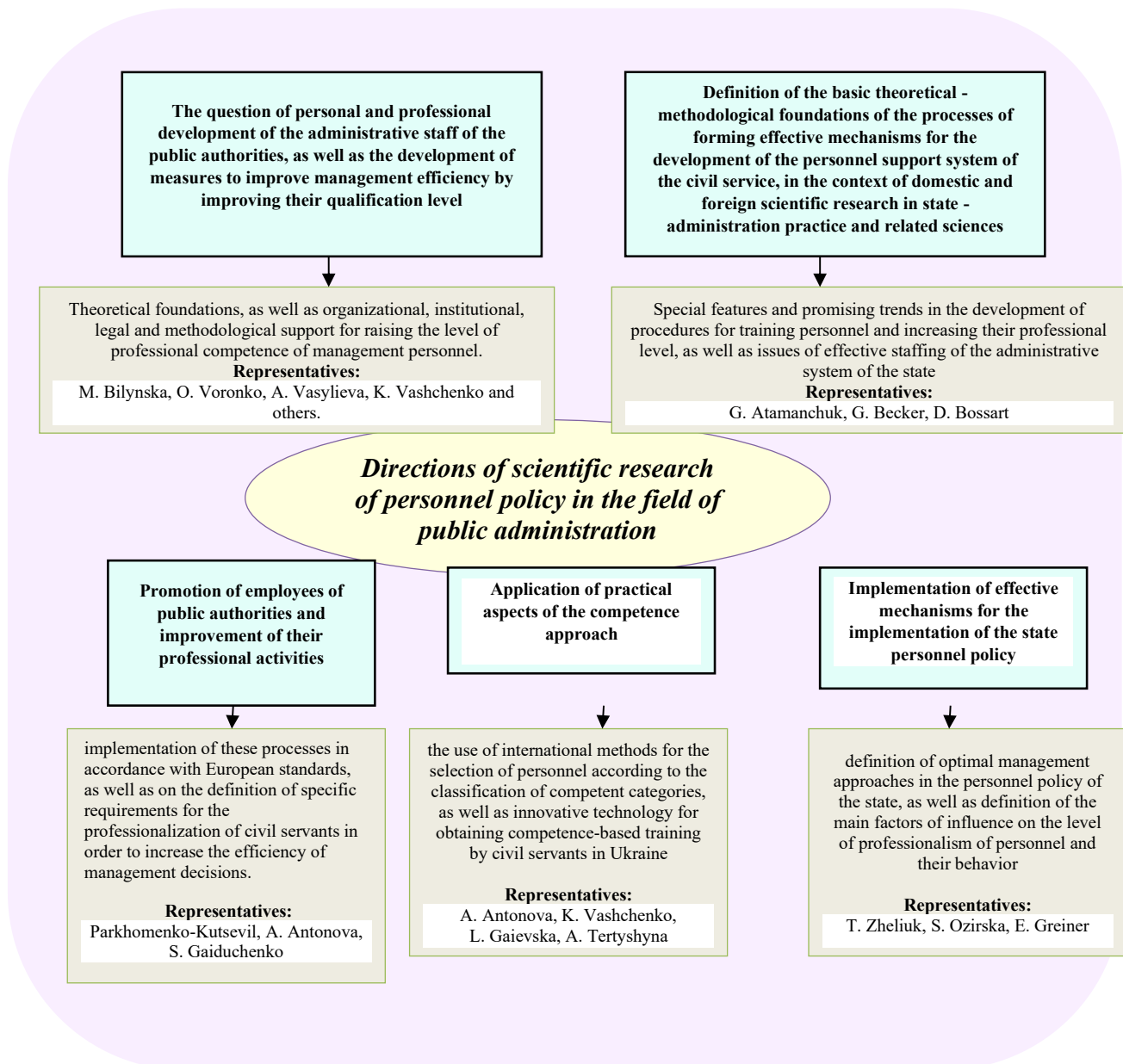
of development of Ukraine as a democratic state with a developed market economy (Chaplay, Romanenko 2017).

In our opinion, the role of personnel policy in the state is obvious without targeted staffing of the system of public authorities, a priori, it is impossible to determine the content and priority directions of development of the state policy of the state, in general, the strategy of its economic development, as well as to identify promising spheres of life and sectors of the economy.

Proposed to consider the main scientific directions of research, proposed by well-known domestic scientists, on the problems of the formation and implementation of state personnel policy in modern conditions (see Fig. 2).

#### **4. Conclusions**

We can conclude that in order to successfully ensure the competitiveness of the domestic economy and create favorable conditions for the implementation of transformations in the country



**Fig. 2. Directions of scientific research of state personnel policy in the field of public administration**

and the transition to an innovative development model, it is necessary to rationalize the labor potential of Ukraine and provide conditions for the future development of human resources of public authorities. For this, it is extremely important to improve the public administration of the sphere of staffing of the administrative system of Ukraine with the possibility of stable development, reproduction and increase the efficiency of using labor potential. So, the analysis of the discourse field of the formation and development of the state personnel policy points to a number of problematic issues in the personnel policy of Ukraine, does not lose its relevance and attracts great interest from foreign and domestic scientific circles. Many

authors study the theoretical and practical aspects of the implementation of the state's personnel policy, the directions of its legal support, the procedures for the formation and development of human resources in various fields of activity, the methods of selection, career guidance, training and advanced training of employees of public authorities, etc. However, it can be indicated that, today, the level of research on theoretical and methodological approaches to the functioning of the mechanisms of the state's personnel policy, at different levels of government, is considered insufficient, in the context of the introduction of fundamental changes in the economic, socio-political and cultural life of Ukraine.

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UDC 351/354

[https://doi.org/10.32689/2617-2224-2021-2\(27\)-2](https://doi.org/10.32689/2617-2224-2021-2(27)-2)

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## THE IMPROVEMENT OF THE MECHANISMS OF STATE REGULATION IN THE FIELD OF PHYSICAL CULTURE AND SPORT IN UKRAINE

**Abstract.** The relevant issues are poorly studied in the context of recent changes in the statutory functioning of the mechanisms of state regulation in the field of physical culture and sports in Ukraine, so it is advisable to focus on existing problems and determine appropriate measures to address them. The author systematizes the materials of the late years to form a holistic picture of the issues under consideration. **The purpose** of the article is to demonstrate the changes required to form effective mechanisms of state regulation of physical culture and sports in Ukraine, given changes in regulatory instruments governing the field of physical culture and sports in Ukraine. **Methodology.** A set of theoretical methods was used to solve the tasks of the study: analysis, comparison, generalization, systematization of relevant literature sources, which allowed clarifying the problematic issues of research mechanisms of the state regulation of physical culture and sports in Ukraine in modern conditions. **The scientific novelty** lies in the availability of original research material under the framework of the study. For the first time, the paper places emphasis on current trends in the implementation of mechanisms of the state regulation of physical culture and sports in Ukraine, determining the main areas for improvement. **Conclusions.** The author notes that most organizational structures in the field of physical culture and sports in Ukraine and their governing bodies are the main reason for the underperformance of mechanisms of state management of education in the field of physical culture and sports, which is manifested in the chaotic distribution of necessary resources. It is marked that in order to solve the identified problems, it is necessary to carry out legal and organizational reforms of the management system in the field of physical culture and sports, which establish the purposeful interaction within the research area. The author describes the system of measures should be implemented to optimize state regulation in the field of physical culture and sports in Ukraine.

**Key words:** regulation, state policy, sports, normative documents, system of measures.



## УДОСКОНАЛЕННЯ МЕХАНІЗМІВ ДЕРЖАВНОГО РЕГУЛЮВАННЯ У СФЕРІ ФІЗИЧНОЇ КУЛЬТУРИ І СПОРТУ В УКРАЇНІ

**Анотація.** Обрана проблема є недостатньо дослідженою в контексті останніх здійснених змін у нормативно-правовому функціонуванні механізмів державного регулювання у сфері фізичної культури і спорту в Україні, тому доцільно акцентувати увагу на наявних проблемах та обумовити доцільні заходи для їх вирішення. Автором систематизовано матеріали за останні роки для формування цілісної картини обраної проблематики. **Мета статті** – продемонструвати зміни, які необхідні для формування ефективних механізмів державного регулювання у сфері фізичної культури і спорту в Україні в зв'язку з змінами у нормативно-правових документах, які регламентують сферу фізичної культури і спорту в Україні. **Методологія.** Для розв'язання поставлених завдань дослідження використовувався комплекс таких теоретичних методів, як аналіз, порівняння, узагальнення, систематизація літературних джерел за темою дослідження. Це дало змогу з'ясувати проблемне поле дослідження механізмів державного регулювання у сфері фізичної культури і спорту в Україні у сучасних умовах. **Наукова новизна** полягає у наявності оригінального дослідницького матеріалу у контексті проведеного дослідження. У роботі вперше акцентовано увагу на сучасних тенденціях реалізації механізмів державного регулювання у сфері фізичної культури і спорту в Україні під час визначення основних напрямів для удосконалення у даній сфері. **Висновки.** Автором зазначено, що велика кількість організаційних структур у сфері фізичної культури і спорту в Україні та органів їхнього управління є причиною низького рівня результативності механізмів державного управління освітою у сфері фізичної культури і спорту, що проявляється в хаотичному розподілі необхідних ресурсів. Вказано, що для вирішення визначених проблем необхідно здійснити правові та організаційні реформи управлінської системи у сфері фізичної культури і спорту, що зумовлюють цілеспрямовану взаємодію в межах досліджуваної сфери. Описано систему заходів, які потрібно реалізувати для оптимізації державного регулювання у сфері фізичної культури і спорту в Україні.

**Ключові слова:** регулювання, державна політика, спорт, нормативні документи, система заходів.

### 1. Introduction

Physical culture and sports in Ukraine are the realm of public relations which is at the stage of speedy progress. Thus, it is worth highlighting the need for systematic optimization of state regulation mechanisms. There is no doubt that it is not limited to legal regulation. However, this research focuses on the regulatory mechanisms in the area under study. At the same time, self-regulation is considered the most effective tool for regulating relations in physical culture and sports, as it determines the system of contractual standards between different entities of the area concerned. In addition, a system of “soft law” is being formed. The consolidation of the role of state regulation mechanisms is conditioned by current trends in the commercialization of the systematic growth of the specific density of public and private relations in physical culture and sports. These types of relations are most developed in professional sports. As a result, there is a constant professionalization of the relevant field and the dominance of professional sports over amateur.

The application of mechanisms of state regulation of physical culture and sports drives the establishment of unique pro-Ukrainian tasks oriented to global trends in public policy through

planning a system of political strategies for the development of the relevant area (Palyukh, 2021).

In domestic and foreign legal science, there is a lot of contributions devoted to mechanisms of the state regulation of physical culture and sports in Ukraine. As the Ukrainian system of state regulation is undergoing active reform, the components of the state mechanism in the field of physical culture and sports in Ukraine are most affected by reform issues. In the course of Ukraine's independence, it has resulted in the development of many works on the reform of physical culture and sports in Ukraine. It is worth mentioning the papers by such authors as Ya. Paliukh, O.A. Morhunov, O.R. Shevchuk, Z.P. Dubinska, O.I. Choklia, A.O. Falkovskiy, M.V. Korolova, Ye.O. Kharytonov, S.V. Lishchuk. However, there are almost no publications devoted to specific changes in the functioning of state regulatory mechanisms in the field of physical culture and sports of Ukraine, which have occurred in recent years due to amendments in Ukrainian legislation.

**The purpose of the article** is to elucidate alterations, which are required to form the effective regulatory mechanisms in the area concerned, taking into account amendments in legal documents governing physical culture and sports

in Ukraine (on priority measures to reform the relevant sector; creation of conditions for building a system of state regulation of physical culture and sports in Ukraine, which is based on the principles of efficiency, professionalism, independence, and responsibility).

A set of theoretical methods, i.e., analysis, comparison, generalization, systematization of relevant literature sources, was used to solve the research tasks. The above made it possible to clarify vulnerabilities of the mechanisms of state regulation of physical culture and sports in Ukraine in the current conditions of functioning of this sphere. Analysis, comparison, generalization, systematization of materials allowed the author to characterize peculiarities of the functioning of the mechanisms of state regulation of physical culture and sports in Ukraine.

## **2. Legal regulation of mechanisms of state regulation of physical culture and sports in Ukraine**

Current tasks and functions of public administration in physical culture and sports are determined by its purpose and a development benchmark of the relevant system as a desirable focus of its activity. The shift from the paradigm of people management and authoritative management to the concept of the government's serving to civil society entails a revision of all categories of administrative law related to goal setting. In the context of the progress of the theory of public administration, such changes include the expediency of defining the goal of public administration in physical culture and sports as the enforcement of rights, freedoms and interests of man and citizen based on building partnerships between government and society. This defines the service to society as the purpose of the functioning of public administration in the field under study (Morgunov, 2019, pp. 9–12).

Along with the need to increase the role of the state, the implementation of its scientifically sound policy in physical culture and sports, the role of law in the regulation of sports relations has traditionally remained high. The determination of parameters, boundaries, specific contents of the sports law of Ukraine is the first-priority problem of the modern science of public administration. The relevance of the research topic is justified by the constant interest that has prevailed for two decades in the study of state regulation of legal issues of physical culture and sports (Shevchuk, 2018, pp. 189–195).

It is worth emphasizing the expediency of optimizing the cooperation between multilevel subjects of relations in the field of physical culture and sports, e.g., between the state, local governments,

amalgamated territorial communities (hromadas), coordinating institutions, clubs, educational sports institutions, patrons, and education departments (Dubinska, 2021).

Sweeping and systematic changes in the current mechanisms of public administration result in changes in the socio-cultural sphere, which involves physical culture and sports. At the present stage, the study area is divided into two components – professional sports (top-class sports), as well as mass physical culture and sports, which should be enshrined in law in the context of well-defined tasks for authorities and officials responsible for their development. The expediency of statutory consolidation of the liability of regulatory bodies of different levels in the field of development of physical culture is noted as well (Paliukh, 2021).

It should be marked that Ukrainian legislators do not intend to regulate the functioning of professional sports, even at the level of the general law on physical culture and sports. The current legislation is characterized by the dominance of declarative nature, which proclaims universally recognized world values, key state commitments in the field of physical culture and sports, but there is a lack of a working mechanism for implementing these provisions in practice. Consequently, it may safely be said that public policy in the field under study does not pay sufficient and appropriate attention to the regulation of state control mechanisms at various stages.

Ensuring optimal conditions for the development of state regulation of physical culture and sports in Ukraine is characterized by small changes in particular sports in which Ukrainian athletes have gained worldwide recognition (Choklia, Falkovskyi, 2020, pp. 3–9).

The systematization of basic and applied research on public administration of the functioning and development of physical culture and sports in modern research suggests that solving an urgent scientific problem with the improvement of the effectiveness of public administration is at an early stage, and the main focus of this study is to develop a holistic management system in physical culture and sports. Today the state administration is being intensified and the development of physical culture and sports is being optimized; organizational forms of the cooperation of state bodies with business entities are being reformed; drastic changes are taking place in the purpose, mechanisms, administrative apparatus, and the unity of the state and market regulatory mechanisms.

### 3. Challenges of the application of laws on physical culture and sports

Despite the outlined intentions of the state to regulate the functioning of professional sports through the adoption of specific regulatory instruments, many issues are currently unresolved, and state regulation in the relevant area needs to be improved (Korolova, 2020, pp. 17–21).

There is no system necessary for monitoring the outcome of management actions performed, as well as a centralized structure for building such a system. There is no understanding of the theory of legal regulation of administrative management in the context of reforms and socio-political transformations of society. The above leads to the need for adequate redistribution of authority capacity to ensure the achievement of the desired goal set in the basic law of the state – the Constitution of Ukraine.

In particular, a set of contradictory provisions (Figure 1) should be clarified in the official program documents of the state policy on physical culture and sports.

Challenges in the current regulatory framework objectively highlight the expediency of conducting

systematization, which guarantees the optimal legal understanding and law enforcement in physical culture and sports. Codification is also relevant to the development of sports law (Kharytonov, 2018). This will contribute to substantive inventory auditing of outdated laws (Tkalych, 2019).

### 4. Measures of the optimization of state regulation of physical culture and sports in Ukraine

The settlement of officially recognized challenges, specified in Fig. 1, in the field under study will allow the state to minimize financial costs, achieve the effectiveness of the introduced policy and establish a constructive dialogue with representatives of the sports sector. Realities of the current economic status of entities in the field of physical culture and sports show the inadmissibility to use the old financial mechanism for dealing with challenges of policy on physical culture and sports according to which regional budget bears the heavy burden of covering industrial costs. Nowadays, it is essential to use the segmentary approach to budgeting, which involves spending funds of the state and other entities. The ability of regional leaders to engage different entities, incl. businesses and foreign

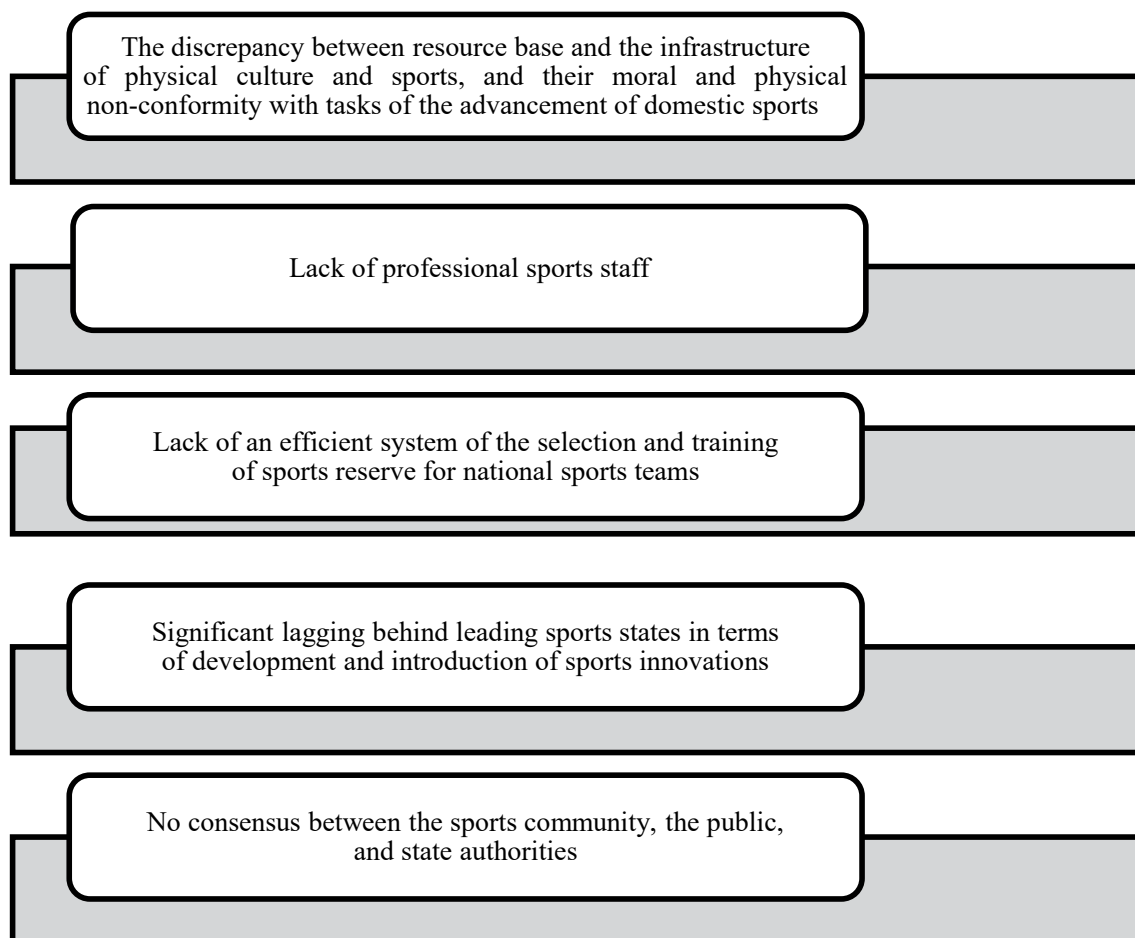


Fig. 1. Modern challenges of policy on physical culture and sports

investors, in carrying out the policy on physical culture and sports is a rewarding experience. At the same time, not all regions are characterized by active local authorities settling the challenges of physical culture and sports (Lishchuk, 2015, pp. 360–363). It is essential to promote systematic sports competitions and improve the motivation of athletes (Dubinska, 2021).

– It is crucial to take the following measures to solve the problems of Olympic sports:

– to establish state centers for Olympic training;

– to set the construction of sports complexes with developed infrastructure, as well as swimming pools and other sports facilities for the development of priority Olympic sports;

– to determine uniform standards of logistics and financial support for the operation of specialized sports education institutions, taking into account the effectiveness and efficiency of their work;

– to form an effective system of advanced training of coaches and other specialists in physical culture and sports;

– to support children's and youth sports schools, regardless of the form of ownership, at the expense of subventions from the state budget to local budgets for the purchase of sports equipment and inventory and ensuring the educational and training process.

The development of the education in the field of physical culture and sports of Ukraine can be more rewarding due to optimization and reforms of current managerial mechanisms, guaranteeing fruitful cooperation between different governing bodies and public institutions meeting the current needs of the state, regional and local levels while providing targeted services in the field of physical culture and sports. Mechanisms of state management in the field of physical culture and sports must be maximally in line with the modern development of Ukraine, respond to potential internal and external current changes taking place in Ukrainian society, and focus on the functional purpose of management of legal, organizational, and economic processes aimed at optimizing the functioning of mechanisms of logistical, financial, personnel and information support in this area.

## 5. Conclusions

Many organizational units in the field of physical culture and sports in Ukraine and their governing bodies are the reason for the poor performance of mechanisms of state management of education in the field of physical culture and sports, which is manifested in a chaotic distribution of necessary resources. In order to solve this problem, it is

necessary to carry out legal and organizational reforms of the management system in physical culture and sports, which determine the purposeful interaction within the area under study.

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[https://doi.org/10.32689/2617-2224-2021-2\(27\)-3](https://doi.org/10.32689/2617-2224-2021-2(27)-3)

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## ECONOMIC CYBER SECURITY IN THE STATE SYSTEM OF NATIONAL SECURITY

**Abstract. Objective of the paper.** To investigate the essence of the «digital economy», «cyberspace» and «cybersecurity» concepts in the context of national security, highlight current trends in economic cyber threats and areas of improvement of public administration in the field of economic cybersecurity.

**Methodology.** The security of the “digital economy” in public policy requires the identification of the problem area in terms of taking into account threats to national security and creation of appropriate mechanisms for counteraction. Although public policy in the field of cybersecurity has evolutionary trends, the pace of development does not meet modern requirements, so there is an urgent need to explore ways to improve the cybersecurity situation. The concepts of “cyberspace” and “cybersecurity” in the economic plane, their interconnection and role in the digitalization of the economy allowed to reflect the model of the national security system in the cyber-economic context.

The high level of cyberspace development and the organization of cyber threats indicates the need to change the paradigm of cybersecurity strategy: it should be based not on responding to the facts, but rather on the principle of forecasting and planning protection against future actions of cybercriminals. This requires constant analysis of current trends in economic cyber threats. The work highlights the most relevant of them nowadays.

**Academic novelty.** It was emphasized that in order to meet the considered challenges, Ukraine needs a new cyber strategy. It is important that Ukraine’s path in creation its own cybersecurity changes accordingly and at a rapid pace. Measures to be implemented in this direction are highlighted.

**Conclusions.** The study results show the importance of understanding the serious problems of cybersecurity, which require the development and implementation of more effective mechanisms for the functioning and operation of cyberspace, improving the reliability of basic mechanisms and components of the Internet and other ICT devices, taking into account the human factor, a comprehensive and systematic approach in determining the methodological principles and tools for the formation of state policy to ensure cybersecurity.

**Key words:** digital economy, cyberspace, cybersecurity, economic cybersecurity, national security.

## ЕКОНОМІЧНА КІБЕРБЕЗПЕКА В ДЕРЖАВНІЙ СИСТЕМІ НАЦІОНАЛЬНОЇ БЕЗПЕКИ

**Анотація. Мета роботи** – дослідити сутність понять «цифрова економіка», «кіберпростір» та «кібербезпека» у контексті національної безпеки, виділити сучасні тренди економічних кіберзагроз та напрями удосконалення державного управління у сфері економічної кібербезпеки.

**Методологія.** Безпека цифрової економіки у державній політиці потребує виокремлення проблемного поля у розрізі врахування загроз національній безпеці та побудови відповідних механізмів їх протидії. Хоча державна політика у галузі кібербезпеки і має еволюційні тенденції, темпи її розвитку не відповідають сучасним вимогам. Отже, існує нагальна потреба в дослідженні напрямів покращення ситуації щодо питань кіберзахисту. У роботі визначені поняття «кіберпростір» та «кібербезпека» в економічній площині. Їх взаємозв’язок та роль у цифровізації економіки дали змогу відобразити модель системи національної безпеки у кібереконічному розрізі.

Високий рівень розвитку кіберпростору і організації кіберзагроз вказує на необхідність зміни парадигми стратегії кібербезпеки: вона повинна базуватися не на реагуванні за фактом, а бути побудованою за принципом прогнозування і планування захисту від майбутніх дій кіберзлочинців. Для цього потрібно постійно аналізувати сучасні тренди економічних кіберзагроз. У роботі виділені найбільш актуальні з них на даний час.

**Наукова новизна.** Акцентовано, що для успішного протистояння розглянутим викликам Україні потрібна нова кіберстратегія. Важливо, щоб шлях, яким рухається Україна у розбудові власної кібербезпеки, набув відповідних і невідкладних змін, а сам цей рух був доволі швидким. Виділено заходи, що мають знайти першочергове втілення у цьому напрямі.

**Висновки.** Результати дослідження показують важливість усвідомлення серйозних проблем щодо забезпечення кібербезпеки, що вимагають розробки і впровадження більш ефективних механізмів функціонування і забезпечення роботи кіберпростору, підвищення надійності основних механізмів і компонентів глобальної інтернет-мережі та інших пристроїв ІКТ, врахування людського фактору, комплексного і системного підходу у визначенні методичних засад та інструментів формування державної політики з забезпечення кібербезпеки.

**Ключові слова:** цифрова економіка, кіберпростір, кібербезпека, економічна кібербезпека, національна безпека.

## 1. Introduction

The main global trend of modern social existence is an increasingly progressive transition to the virtual information space as online existence. It is impossible and senseless to resist this objective revolutionary change. But it is possible and extremely necessary to consider new tendencies and new threats.

The revolution in the field of communications has become a significant factor in the development of the digital economy, global economic growth, and an important tool for sustainable development. It has enabled businesses and consumers around the world to benefit from the efficiency, speed, and convenience of digital transactions and information exchange on the one hand, and it has increased the likelihood of financial losses, data leaks, and reputational losses due to cybercrime on the other hand. This determines the appropriate response from traditional social institutions, especially the state. Usually, its policy manifests itself in the following two main aspects: state support for development (concepts, strategies, doctrines, state programs) and state regulation of relations (regulatory legal acts). It should be noted that the security issues of the 'digital economy' in public policy are currently treated quite narrowly: either in the context of regulatory protection of information or in the context of combating cybercrime. Therefore, it is important to identify the problem field in the digital economy in the context of considering threats to national security and building appropriate counteraction mechanisms in the context of the development of the latest information technologies. The issue of protection against threats that arise and continue to develop, in general, can be described as 'cybersecurity'. Ensuring cybersecurity in a digital economy highlights the need for adequate action by the state.

### Formulating goals (purpose) of the article.

To investigate the essence of the concepts of 'digital economy', 'cyberspace' and 'cybersecurity' in the context of national security, to identify current trends in economic cyber threats and directions for improving public administration in the field of economic cybersecurity.

### 2. Public policy in the field of cybersecurity

The modern development of society is characterized by the integration of security aspects of information and economic processes, which transfers public administration in the economic sphere to a higher level in terms of efficiency requirements. This integration is primarily a consequence of the processes combined in the concept of 'digitization'. The development of the digital economy in the last two decades is a

strategic task of the world's leading countries. The concepts developed by them in this direction included a list of measures of public administration, support of certain types of economy, overcoming technological, organizational, legal, and cultural barriers, etc.

According to the data presented in (Digital Economy Report, 2019), the size of the digital economy in 2019 ranged from 4.5 to 15.5% of the world's GDP. The United States and China account for almost 40% of the value-added created in the global information and communication technology sector. The largest share of the digital economy in GDP, according to the source (Konopleva, Koristov, Teslenko, 2019, pp. 49–55) is in China (30%) and the United Kingdom (15%).

As for Ukraine, the Concept of Development of the Digital Economy and Society for 2018–2020 was approved by the Order of the Cabinet of Ministers of Ukraine No. 67-p dated 17.01.2018. This document (currently in force) provides for the implementation of measures 'to implement appropriate incentives for digitalization of the economy, social and social spheres, awareness of existing challenges and tools for digital infrastructure development, acquisition of digital competencies, as well as identifies critical areas and projects of digitalization market of production, use and consumption of digital technologies' (Concept of development of digital economy and society for 2018–2020, 2018).

UN Secretary-General António Guterres notes that 'in a very short period, progress in digital technologies has led to the creation of enormous wealth but concentrated among a small group of individuals, companies and countries. No effort can be made to bridge the digital divide, where more than half of the world's population has limited or no Internet access...' (Digital Economy Report, 2019). Thus, the concept is relevant in terms of overcoming the gap with the world's leading countries.

At the same time, António Guterres stressed that the digital economy also poses new risks, including cybersecurity threats, facilitating illegal economic activities and invading privacy. Finding new solutions requires the joint efforts of governments, civil society, academia, the scientific community, and the technology sector. Principle 7 of the Concept echoes the above: 'Information security, cybersecurity, protection of personal data, privacy and rights of users of digital technologies, strengthening and protection of trust in cyberspace are, in particular, prerequisites for simultaneous digital development, and appropriate prevention, elimination, and management of associated risks.'



The updated National Security Strategy of Ukraine, approved by the President of Ukraine on September 14, 2020, among the national security priorities is ‘strengthening the capacity of the national cybersecurity system to effectively combat cyber threats in today’s security environment.’ Clause 52 of the Strategy states that ‘The main task of cybersecurity development is to ensure cyber resilience and cybersecurity of the national information infrastructure, in particular in the context of digital transformation’ (Decree of the President of Ukraine №392 / 2020, 2020). Currently, the ‘Cyber Security Strategy of Ukraine’ is being developed, which is provided for in Article 31 of the Law ‘*On National Security of Ukraine*’ (Law of Ukraine “On National Security”, 2018). The Strategy will determine the priorities of Ukraine’s national interests in the field of cybersecurity, as well as the main approaches and directions to the formation of cybersecurity issues.

Thus, public policy in the field of cybersecurity has evolutionary tendencies.

And this is natural because the problem can no longer be fully solved by traditional means of information security. Recent threats require a systematic approach to creating a comprehensive system capable of countering these threats. It should be noted that the basis for progress in this direction was the Law of Ukraine ‘*On Basic Principles of Cyber Security of Ukraine*’ (Law of Ukraine “On Basic Principles of Cyber Security of Ukraine”, 2017), which for the first time introduces a significant number of concepts and principles that are new to the legal field of Ukraine. Acceleration of the adoption of the Law (submitted for consideration in 2015, adopted in October 2017, put into effect in May 2018) prompted (according to experts) the attack of the Petya virus on Ukraine in the summer of 2017, which, according to public data, caused damage of up to USD 10 billion.

### **3. The system of national security in cyber-economic terms**

Consider the two main concepts of the Law that are important for our study: cyberspace and cybersecurity.

By definition of the Law, *cyberspace* is an environment (virtual space), which provides opportunities for communication and/or implementation of public relations, formed as a result of the operation of compatible (connected) communication systems and electronic communications using the Internet and/or other global data networks. In principle, such a definition interprets certain aspects of the concept to some extent but tends to inaccurately understand it.

After all, we can conclude that we are talking more about the technological component of the information environment, i.e. computer and telecommunications infrastructures, but the issue of activities based on this infrastructure and any types of human activity is omitted. More relevant, in our opinion, should be considered the definition that is given in the ISO/IEC 27032:2012 Information Technology – Security Techniques – Guidelines for Cybersecurity international standard: ‘Cyberspace is a complex virtual environment (which has no physical embodiment), formed by human actions, programs and services on the Internet using appropriate network and communication technologies’ (Markov, Tsirlov, 2014, pp. 28–35). However, this definition is not perfect, because it limits the environment to the Internet only. There are other global data networks, and this is emphasized in the first definition. Combining both definitions, it can be argued that with a clear indication of the connection of cyberspace with ICT infrastructure, attention should be paid not only to technology but also to the activities of people who use these technologies. The main content of cyberspace must be the activity of users of digital information resources and ICT infrastructure. Based on research (Bezkorovainy, Tatuzov, 2014, pp. 22–27), and considering the above definitions, cyberspace can be considered as a triad of the following components:

1. Information both in static (files recorded on data carriers) and in dynamic representation, streams, commands, requests, etc. transmitted by networks, are processed in automated systems and submitted to the means of display in graphics or text form).

2. Technical infrastructure, ICT, computers, gadgets, software, through which the implementation of basic actions with information: collection, processing, storage and transmission.

3. Information interaction of subjects (all types of activity of users or participants of cyberspace) with use of the information received (transmitted) and processed using the technical infrastructure.

All these components together form an entity that can be called cyberspace. Let’s focus on its properties, which necessitate cybersecurity measures.

First, cyberspace is a system of a large number of objects. A significant reduction in the number of functioning devices in cyberspace or disruption of their normal operation is a threat to cyberspace, but not the main one. More important is the violation of the ability of the system to operate with information (provide services) with a given quality,

i.e. to perform actions that are usually associated with information technology.

Secondly, ensuring the active handling of information and preserving this information its main properties: integrity, accessibility, confidentiality, etc. Unlike information security, it is not about information in general, but about the information that circulates in cyberspace and is an important part of its content. Disruption of a separate computer connected to cyberspace, or loss of information contained in it, or violation of its properties, is certainly important for the user of this computer, but can hardly be considered a cybersecurity threat.

Third, 'integrity' is the ability of cyberspace to transmit, receive and process information while fully preserving its important properties for application purposes.

Fourth, 'smart management.' It is important to consider the management of the technical basis of cyberspace, but the decisive role is played by the management of cyberspace participants: users and their groups. Management is a set of efforts aimed at stimulating actions favourable to the development of cyberspace and the suppression or direct prohibition of malicious actions. Management of cyberspace entities plays a crucial role in the emergence, existence and maintenance of the basic properties of this entity.

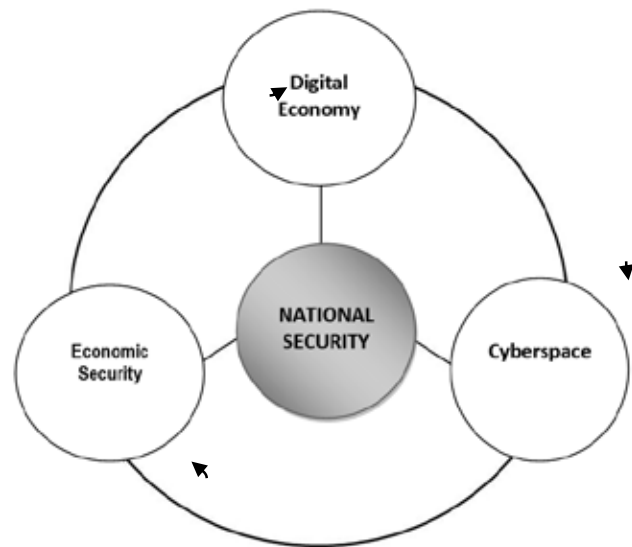
The multitude of elements of cyberspace, and the relationships between them, the possibility of using special techniques to control the actions of these elements intensify the development of various threats. But these same features of cyberspace can be an important factor in improving the efficiency of systems that protect against threats. To do this, it is necessary to coordinate the efforts of all stakeholders, to create mechanisms that facilitate the best distribution of their efforts. It is necessary to correctly predict the dangers and reasonably choose rational protection measures. It is cybersecurity that aims to address these issues and ensure the proper functioning of cyberspace, protecting it from emerging threats effectively.

According to the Law (Law of Ukraine "On Basic Principles of Cyber Security of Ukraine", 2017), *cybersecurity* is the protection of vital interests of man and citizen, society and state during the use of cyberspace, which ensures sustainable development of information society and digital communication environment, timely detection, prevention and neutralization of real and potential threats to the national security of Ukraine in cyberspace. In our opinion, this is a very good definition, because it contains both static (security) and dynamic

(provision) components. Based on this definition, we state that the main emphasis and target setting should be made to maintain a favourable state of cyberspace.

Cybersecurity, based on a triad of components of cyberspace, covers not only information as an object of protection, not only technical means that determine the capabilities of information, but also the protection of the functioning of a new entity as cyberspace. Protects people's activities through information disseminated through ICT technical infrastructure. When ensuring cybersecurity, it is important to consider these features of cyberspace, and its most important aspect as the presence of relationships between participants (users), which leads to the possibility of a synergistic effect.

Translating the described concepts of 'cyberspace' and 'cybersecurity' into the economic plane, we note that their essence does not change: the scope of their application in the field of national security is emphasized only. The national security system in this context is proposed to be considered according to Fig. 1.



**Fig. 1. The system of national security in cyber-economic terms**

Here is the logic of its construction.

In the interests of national security, the digital economy, which operates mainly in cyberspace, needs to be implemented as soon as possible. The latter is a common space of interaction of information flows, in which the phenomenon of globalization is observed in all its diversity. Cyberspace is not separated by nation-states, its borders are mobile and changeable, it is scattered everywhere, although it is not reflected on any map of the world. There is a new format of socio-economic processes and internal relations, including new forms of

cross-border socialization (through entertainment, work, belonging to interest groups, etc.), which makes the connection with national borders increasingly illusory (Law of Ukraine “On Basic Principles of Cyber Security of Ukraine”, 2017).

The latest economic processes in cyberspace require adequate security measures. Economic cybersecurity is beginning to play an important role in national security, as cybercrime in the form of cyber espionage (theft of information about the latest technological developments, financial transactions, etc.) and cyberattacks aimed at disrupting life support systems, software, disconnection, or failure equipment, etc.) can cause irreparable damage to strategically important objects of both public and private sectors, create conditions for mass discontent of the population. Along with the already mentioned Petya virus, it is possible to attack the Prykarpattiaoblenerho power system in 2015, as a result of which it was disabled. From the latest cyber incidents can be identified a large-scale cyberattack called Sunburst (Sunbeams), which occurred in December 2020, on more than 200 government agencies and large US companies, including private companies such as FireEye and Microsoft. The hackers, in particular, gained access to e-mail from the US Department of the Treasury Justice and Trade, as well as other agencies. The purpose of hacking the networks of federal agencies was to obtain intelligence, according to US agencies involved in national security. It should be noted that such crimes involve not individual individuals, but institutions specially created under the auspices of the offending state. That is, economic confrontation acquires the characteristic features of cyber warfare. In May 2019, even (for the first time in history) real military force was used to prevent a cyberattack: the Israeli Air Force struck a building in Gaza, where hackers were operating. According to representatives of the Israeli armed forces, the cyberattack was aimed at harming the quality of life of Israeli citizens.

M.A. Cheskidov emphasizes the features of information warfare as a threat to economic security in cyberspace (Cheskidov, 2013):

- Polarization of the scale of the source and object of influence: an individual or a local group, using modern information and communication technologies, can cause significant damage to large socio-economic systems;

- Latent nature, due to the difficulty of recognizing information and network technologies and subjects of information aggression, as well as the high cost of control methods;

- Irreversibility of consequences: in case of theft of information it is impossible to restore its confidentiality, integrity, and completeness;

- The impossibility of complete elimination and eradication of information aggression, due to the objectivity of the existence of global cyberspace;

- Impact at a distance, which limits the application of sanctions against cyber aggressors;

- The cumulative effect of the spread of forms of information aggression in the economy: the initial use of harmful technologies is no longer under control and is actively increasing.

Economic cybersecurity in Fig.1. The system should be aimed at preventing, identifying and eliminating the following threats:

- Cyber espionage and manipulation of unique information, leading to a violation of the stability of economic development, the weakening of the currency, non-implementation of planned programs, undermining investment projects;

- Economic cyber wars, leading to GDP lag caused by the growth of unproductive costs, the formation of a new segment of the shadow economy as the ‘black’ cyber market, violation of market mechanisms and principles of competition, monopolization of the economy;

- Information dominance of developed countries, which leads to the acquisition of technological rents and increasing economic dependence on them, the displacement of the weak national economy from the world information market.

The last subparagraph directly points to the need to develop a national digital economy. However, the introduction of any new technology carries risks from the point of view of cybersecurity and this indicates that the development of the security aspect is the foundation of the efficiency of the digital economy (as shown by the arrow in Fig. 1). This is indirectly evidenced by the results of studies cited in the source (Allahverdieva, Bakhshaliev, 2019, pp. 41–50):

- In developed countries the level of cybersecurity and indicators of digital economy development is on average higher than in developing countries;

- The higher the level of cybersecurity in the country, the greater the number of digital payments made in it, and *vice versa*;

- Increasing the level of cybersecurity may be insufficient to increase the level of development of the digital economy, as this process is influenced by a number of other factors, such as the overall level of economic development, ICT development, international openness, etc. (this statement

indicates a causal consequential link between the digital economy and cybersecurity [author]).

#### 4. Changing the paradigm of cybersecurity strategy

The high level of development of cyberspace and the organization of cyber threats indicates the need to change the paradigm of cybersecurity strategy: it should be based not on responding to the facts, but on the principle of forecasting and planning protection against cybercriminals' future actions. This requires constant analysis of current trends in economic cyber threats. Based on materials presented by specialized companies Positive Technologies (<https://www.ptsecurity.com/ru-ru/research/analytics/cybersecurity-threatscape-2018/>), Group-IB (<https://www.group-ib.ru/blog/results>) and research (Shitova, Shitov, 2019, pp. 22-30), we highlight the most relevant of them at present.

The leading and most dangerous trend is the use of cyberweapons in conflicts between states, which is taking new forms, and cyber activity plays a leading role in this destructive dialogue. Attacks on critical infrastructure and deliberate destabilization of the Internet in some countries open a new era of cyberattacks, which can lead not only to the disruption of technological processes but also to human casualties.

The growth of attacks for espionage, obtaining confidential data. At the same time, information theft attacks often have a financial connotation: stolen data is then used to steal money, blackmail, or sell for sale in the shadow market, i.e. cybercrime will increasingly be intertwined with other criminal activities that usually do not come to the attention of information security specialists. Another current trend at the global level is the hacking of personal devices by top government and business officials.

Targeted attacks on financial institutions. The modern experience of hackers and specialized software can break the multilevel security system of the bank and withdraw funds. The process of consolidation and growth of hacker groups continues, new, even, more sophisticated methods appear, there is a rapid 'exchange of experience' and jointly coordinated actions of various groups, which complicates the process of identifying them. More and more ready-made software products for mass use will appear in the cyber services market. As a result, the same programs will be used by different groups of cybercriminals, which will significantly complicate their attribution.

Attacking network devices and intercepting traffic is the latest trend in the development of cybercrime, which consists of hacking not the end

computers, but the network devices that control traffic. As a result, not only the analysis and theft of data but also complicated combinations with the substitution of network addresses, which allow you to redirect traffic from real to fake phishing websites. One illustrative example is when, using BGP, attackers were able to redirect traffic to the Amazon Route 53 service (a DNS service provided by Amazon) to their DNS server, which gave the MyEtherWallet.com IP address to the attacker's server containing a slightly 'tweaked' clone of the original site. In the case of acceptance of the certificate and authentication on the phishing site, the user has deducted all funds from the wallet. In just two hours, until a substitution was noticed, the attackers managed to steal ~ 137 thousand dollars (<https://habr.com/ru/post/354384/>).

Development and improvement of encryptors and robbers (ransomware): a separate type of virus software, which is especially dangerous in economic terms. Penetrating on machines, malicious code of this type encrypts data and requires a ransom for decryption (for example, the already mentioned Petya virus).

However, the greatest danger is not in the amount of money, but in the threat to business. For example, one in five companies that were attacked by the ransomware was forced to close their business (2017 data), 48% lost data or equipment, and of the 42% that paid the ransom, a quarter was deceived (<https://www.fortinet.com/blog/industry-trends/ransomware-are-you-paying-attention>). Cybersecurity experts believe that the theft of data with a ransom demand remains an important area of cyberattacks as one of the main channels for criminals to earn money.

Evolution of methods of social engineering (psychological manipulation): attackers improve methods of psychological manipulation to obtain bank data; use fake accounts in social networks; make calls from reliable numbers; and buy for the reliability of the passport database, etc. Relatively new methods of social engineering include telephone control using remote access programs that victims install on their devices under the control of telephone fraudsters.

Ukraine needs a new cyber strategy to meet these challenges. As it was noted, work in this direction is already underway. It is important, in our opinion, and according to a number of experts, set out in September 2019 (Yankovsky, Korsun, Baranovsky, 2019), so that the path that Ukraine is moving in building its cybersecurity acquires appropriate urgent changes and high rates. The need for change is confirmed by constant attacks on

critical infrastructure and many other incidents. By according to the latest data of the Security Service of Ukraine (SSU) (March 9, 2021), only for 2020, the Service did the following:

- Blocked more than 2.5 thousand communities on social networks with an audience of one million and more than 20 botnets with a capacity of more than 60 thousand accounts;

- Neutralized more than 600 cyber incidents and cyber-attacks on information resources of public authorities;

- Stopped the activities of 20 hacker groups involved in such attacks.

It is emphasized that ‘Through such networks, intelligence and personal data of Ukrainian citizens are collected, and then the authorities and critical infrastructure of the state are attacked’ (<https://ssu.gov.ua/novyny/u-spetssluzhbakhrf-ye-pidrozdily-yaki-pratsiuiut-vykliuchno-za-ukrainskym-napriamom-department-kiberbezpeky-sbu>).

Among the measures to be implemented as a priority, we note the following:

1. With the growing digitalization of the economy and society, it is necessary to intensively increase the efficiency of the regulatory framework aimed at implementing a cybersecurity management system. First of all, to replace the long-outdated Regulatory Documents in the Field of Technical Information Protection (TD FTIP) with a more effective and modern basic standard, and to introduce industry standards for cybersecurity. To accelerate this step, you can use international standards that have proven themselves in the developed world. Concerning industry standards, regulation and control issues can be delegated to industry regulators or self-regulatory organizations, as is the case in leading countries.

2. The role of the state in building the domestic cyber defense system needs to be rethought. Under the new Strategy, the state must move from a model where it controls cybersecurity, primarily in private organizations, to self-regulation. Exceptions should only be for critical infrastructure. Criteria for classifying objects as critical infrastructure should be clearly defined and developed by experts and be measurable.

3. An important step should be the establishment of an Expert Council on Cyber Security with the participation of information security professionals, professional communities, practical psychologists in personnel management, business representatives, and government agencies. Such a council should prepare proposals on regulatory acts in this area, make recommendations on the functioning of the

national cybersecurity system, and solve other tasks and problems that require proper expertise.

4. It is necessary to establish information exchange on cyber incidents and close cooperation of the state with researchers and private companies. The creation of industry-specific cyber incident response centers and cyberattack information exchange centers will help solve this problem. Moreover, these centers must work closely with an international network of such organizations.

5. To minimize the damage from cyberattacks, it is important to focus not only on protection but also on building proven incident response processes. The level of awareness of Ukrainians on cybersecurity needs to be improved. We need an approved State Training Program for citizens and organizations, the formation of both a common information culture and a cybersecurity culture in society.

## **5. Conclusions and prospects for further researches**

Both the communications and the communications revolution have become essential factors in the development of the digital economy and the cyberspace in which they operate. At the same time, there are cybersecurity problems that need to be addressed in terms of national security.

The concepts of ‘cyberspace’ and ‘cybersecurity’ in the economic plane, their interrelation, and their role in the digitalization of the economy made it possible to reflect the model of the national security system in a cyber-economic context.

Generalization and disclosure of the causes and roots of cybercrime, the actions of criminals remain one of the most difficult tasks in the field of cybersecurity in the context of intensive digitalization of the economy. It is necessary to accurately and in advance classify the elements of danger in cyberspace, study their characteristics and essence, highlight the main features of tactics and actions of intruders, and develop adequate mechanisms for preventing and suppressing criminal acts.

The results of the study show the importance of awareness and understanding of serious problems on the issue of ensuring cybersecurity, requiring the development and implementation of more effective mechanisms for the functioning and ensuring the operation of cyberspace, improving the reliability of the main mechanisms and components of the Global Internet Network and other ICT devices, taking into account the human factor, an integrated and systematic approach in determining the methodological foundations and tools for forming State Policy to ensure cybersecurity.

Constant attention is needed to the rapid change in tendencies in the development of economic cyber threats in the context of national security, so the activities of both scientists and statesmen should be permanent in this direction.

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[https://doi.org/10.32689/2617-2224-2021-2\(27\)-4](https://doi.org/10.32689/2617-2224-2021-2(27)-4)

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## APPLICATION OF THE DIGITALIZATION MECHANISM DURING THE ESTABLISHMENT OF CAPABLE TERRITORIAL COMMUNITIES

**Abstract.** *The purpose of the research* is to determine the basic directions of the implementation of digitalization and digital technologies in the process of decentralization to create institutionally capable territorial communities.

**Methodology.** To achieve the goal, it was used modern scientific methodology that led to the choice of appropriate research methods. The research is based on a systems approach, which involves revealing the integrity of the object and mechanisms maintaining studying, allows considering digitalization as a mechanism for creating capable territorial communities and its connection and interaction with other mechanisms; identifying different types of connections of a complex system and combining them into a single picture.

In order to elicit challenging issues during the application of the mechanism of digitalization and digital technologies in the development of territorial communities, the following methods are used: observation, description, comparison, and generalization.

General scientific analysis was used in processing scientific sources and normative legal acts regulating the introduction of digital technologies, digitalization; structural and functional analysis – to identify elements under study and establish their place and importance in the process of reforming local governments and creating institutionally capable territorial communities.

**The scientific novelty** of the article is to develop practical recommendations for the implementation of the digitalization mechanism in local governments. For the first time, digitalization is considered as a mechanism for creating institutionally capable communities.

The article improves the definition of “digitalization” as a mechanism used to create capable territorial communities.

**Conclusions.** Theoretical provisions, conclusions, and recommendations proposed in the article can be used in the practical activities of executive and local self-government bodies, stakeholders involved



in the reform of local self-government bodies, the decentralization process, and the creation of capable territorial communities.

**Key words:** decentralization process, institutionally capable territorial communities, local self-government bodies, digitalization mechanism, digital technologies.

## ЗАСТОСУВАННЯ МЕХАНІЗМУ ДІДЖИТАЛІЗАЦІЇ ПІД ЧАС СТВОРЕННЯ СПРОМОЖНИХ ТЕРИТОРІАЛЬНИХ ГРОМАД

**Анотація.** *Метою роботи* є визначення основних напрямків впровадження механізму діджиталізації та цифрових технологій у процес децентралізації для створення інституційно спроможних територіальних громад.

**Методологія.** Для досягнення зазначеної мети використано сучасну наукову методологію, що зумовило вибір відповідних методів дослідження. В основу покладено системний підхід, який полягає в розкритті цілісності об'єкта і механізмів, що забезпечують його дослідження, надає можливість розглянути діджиталізацію як механізм створення спроможних територіальних громад та його зв'язок і взаємодію з іншими механізмами; виділити різні типи зв'язків складної системи та об'єднати їх у єдину картину.

Із метою виявлення проблемних питань під час застосування механізму діджиталізації та цифрових технологій в процесі розвитку територіальних громад застосовані методи: спостереження, опису, порівняння, узагальнення.

Загальнонауковий аналіз використано під час опрацювання наукових джерел та нормативно-правових актів, що регламентують впровадження цифрових технологій, діджиталізації; структурно-функціональний аналіз – для виокремлення досліджуваних елементів та встановлення їх місця і значення в процесі реформування органів місцевого самоврядування та створення інституційно спроможних територіальних громад.

SWOT-аналіз – для аналізу зовнішнього та внутрішнього середовища територіальних громад та забезпечення їх спроможності.

**Наукова новизна** статті полягає в розробці практичних рекомендацій з впровадження механізму діджиталізації в органах місцевого самоврядування. Уперше, діджиталізація розглядається як механізм створення інституційно спроможних громад.

У статті удосконалено визначення поняття «діджиталізація» як механізму, що застосовується для створення спроможних територіальних громад.

**Висновки.** Запропоновані у статті теоретичні положення, висновки, рекомендації можуть бути використані у практичній діяльності органів виконавчої влади та місцевого самоврядування, стейкхолдерів, які причетні до реформування органів місцевого самоврядування, процесу децентралізації, створення спроможних територіальних громад.

**Ключові слова:** процес децентралізації, інституційно спроможні територіальні громади, органи місцевого самоврядування механізм діджиталізації, цифрові технології.

### 1. Introduction

The decentralization reform has contributed to the formation of a capable and most close to citizen local government body.

The association of amalgamated territorial communities allowed the established local self-government bodies to obtain relevant powers and resources that make it possible to develop their territories, create modern educational, medical, transport, housing and communal infrastructure.

The reform has given impetus to the full development of communities, improvement of living standards in every settlement and the country as a whole, as it allows citizens to be independent managers of the place where they live.

However, against the background of positive developments, one can state that not all established communities are institutionally capable.

One of the mechanisms that will allow communities to make progress is digitalization, because the advancement of information technologies affects all spheres of the life of a citizen, and therefore, the advancement of the entire community.

Informatization, digitalization and digital transformation research has been conducted by Ukrainian and foreign scholars focused on banking, financial market, economy and business.

Such scientists as O. Karpenko, V. Kuybida, T. Berkovych, V. Kuzmenko, et al. have devoted their contributions to the introduction of digitalization in public administration.

However, the impact of the digitalization mechanism on the creation of institutionally capable communities is poorly studied and requires further development.

**The purpose of the article** is to determine basic areas of the implementation digitalization and digital technologies in the decentralization process to create institutionally capable territorial communities.

In order to achieve the goal, the modern scientific methodology was used that determined the choice of appropriate research methods. The article is based on the systems approach which involves covering the integrity of the object and the mechanisms that ensure its study; considering digitalization as a mechanism for establishing capable territorial communities and its connection and interaction with other mechanisms; identifying different types of connections of a complex system and combining them into a single picture.

The scientific novelty of the article is the development of practical recommendations for the implementation of the digitalization mechanism in local government bodies. For the first time, digitalization is regarded as a mechanism for creating institutionally capable communities.

## **2. Regulatory support for the implementation of the digitalization mechanism**

The processes of digitalization and digital transformation are the driving forces that stimulate changes in all sectors of the economy. The basis of these changes is the introduction of new technologies – the transformation of analog information into digital data.

The constant convergence of physical and digital worlds stimulates the executive authorities, local governments, budget organizations to implement the latest technologies in their activity.

Digitalization has allowed processing any information without difficulties; it significantly helps speed up human work. Combining a variety of information, you can get convenient services, e.g., by combining location data with your web search queries, your smartphone can determine your preferences. Based on the above information, you may be offered vacation options that are right for you. There are now more than 120 online services in Ukraine. For example, you can apply for government child benefits by submitting documents online. You can also arrange online for marriage registration, change the name or surname in the passport, apply for the issuance of an international passport, obtain a pensioner ID card, and even file for divorce.

In order to provide the population with electronic services and introduce the digitalization mechanism for the advancement of rural areas, it is necessary to approve regulatory instruments that would ensure the work of local governments in the legal realm.

Unfortunately, today in Ukraine, there is a poorly developed state statutory framework for regulating the process of digital economy development, the uncertainty of the interaction between participants in this process, which hinders the formation of new legislation, including strategic planning documents. Issues of digital technology development should be elucidated in government programs, especially in those that relate to public services, small and medium businesses, consumer market, health care, education, creation of information and analytical systems for their support, etc.

On January 17, 2018, the Cabinet of Ministers of Ukraine approved the “Concept for the Development of the Digital Economy and Society of Ukraine for 2018–2020” (hereinafter – the Concept).

According to the Concept, the key areas involve the development of digital infrastructure, namely: coverage of the entire territory of Ukraine with broadband Internet access; digitalization of processes that will give impetus to digital transformations in education, medicine, ecology, non-cash economy, infrastructure, transport, etc.

The Order of the Cabinet of Ministers of Ukraine as of October 20, 2020, No. 1353-r approved the Strategy for Digital Transformation of the Social Sphere, which aims to ensure the highest standards of administrative services and their accessibility for all, especially for vulnerable groups.

The analysis of the existing statutory framework of Ukraine of strategic focus shows that the legislative coverage of issues related to the digital economy and digitalization is superficial enough and does not ensure the advancement of information technology at the basic level, i.e., at the level of territorial communities which are close to citizens of settlements and must provide high-quality services.

## **3. Analysis of the use of information and communication (digital) services to create capable communities**

Using SWOT analysis, the author analyzes the particularities of using network information and communication (digital) technologies in establishing capable local communities.

Therefore, SWOT analysis is the analysis of the external and internal environment of an organization, institution, enterprise, or territorial community. **Strengths** and **Weaknesses** of the internal environment, as well as **Opportunities** and **Threats**, are subject to analysis.

SWOT analysis first provides for identifying strengths and weaknesses, opportunities and threats, and then establishing links between them,

which can further be used to formulate a strategy for the development of the territorial community.

**Strengths** of the introduction of the digitalization mechanism for creating capable territorial communities are:

1) exercise of the citizen's right to access open state and local information;

2) bringing objective and reliable information about the activities of state authorities and local governments to the public's notice;

3) interaction and a constant dialogue of local government officials with citizens, public organizations, business entities, other stakeholders who care about the development of the territorial community;

4) public control over the activities of local governments, utility companies, and establishments that are found in the community and provide the population with services;

5) improving the system of public management and administration;

6) optimization of the structure and reduction of financial and tangible costs to maintain the activities of the local government;

7) interaction and cooperation with territorial communities of the European Union and international non-governmental organizations;

8) affording as many people as possible access to new technologies by reducing the cost of Internet access;

9) ensuring openness, participation, responsibility, efficiency, and consistency in decision-making by community's deputies;

10) strengthening the legitimacy and efficiency in developing decisions of local self-government;

11) creation of an extensive telecommunications infrastructure that will promote the active development of various spheres of socio-economic life of the community;

12) reduction of tangible costs and time for providing the population with services;

13) rebuilding considerably new relations with community citizens based on dialogue and trust;

14) improving the living standards of citizens (social services, health care, security, education);

15) openness and transparency of activities of local self-government bodies;

16) considerable improvement of the quality of administrative services;

17) saving time and tangible resources of local governments, utility companies, institutions, organizations, citizens, businesses;

18) getting local government staff rid of routine work;

19) ensuring the continuity of activities of local government through implementing the digitalization mechanism.

**Weaknesses** of the introduction of the digitalization mechanism into creating capable territorial communities are:

1) shortage of financial, human, and inventory resources;

2) lack of "political will" on the part of local government leaders;

3) lack of understanding, on the part of both citizens and local government officials, of the relevance to use information and communication technologies and introduce the digitalization mechanism in the process of establishing a capable territorial community;

4) lack of a legal framework for the introduction of information and communication technologies and the digitalization mechanism in public management and administration;

5) a low computer literacy of the population;

6) the poor motivation of citizens to take an active part in the management and put forward their projects due to public distrust of innovations proposed by the executive committees of local communities and disbelief in the importance of their role in decision-making;

7) the slow pace of reorganization of the administrative apparatus of local governments;

8) poorly developed market relations in many economic sectors of the community;

9) the unavailability of Internet services for the vast majority of the population (especially in rural areas) and, as a result, the extremely small number of Internet users;

10) conservatism and bureaucracy among officials.

**Opportunities** of the external environment are:

1) continuity of public services for citizens and businesses (e-governance works 24 hours a day, 7 days a week, 365 days a year);

2) strengthening public confidence in the state and its policies;

3) expanding the option of electronic public participation (electronic consultations, electronic petitions, electronic decision-making, and electronic rule-making);

4) free access to public information, official documents;

5) increasing the competitiveness of private companies;

6) simplification of different official procedures;

7) more efficient use of resources;

8) opportunity to overcome corruption;

9) reduction of red tape;

10) the possibility of changing the public opinion on the quality of administrative services for the better;

11) improvement of citizens' trust in government, executive bodies, and local self-government;

12) enhancing the efficiency of management staff.

External **Threats** are:

1) non-compliance with information security rules;

2) the threat of cybercrime and "electronic corruption";

3) external and internal threats to the information and communication space of e-government: hardware/firmware (threats to the integrity of information and hardware/firmware, the use of uncertified domestic and foreign technologies in creating and developing the information infrastructure) and public-information (illegal restriction of public access to open information resources of local governments, unsatisfactory quality characteristics of information messages, etc.);

4) failure to ensure confidentiality;

5) control over citizens by the state and local governments via information and communication technologies.

Comparing the available data, one can conclude that the introduction of information and communication technologies and the digitalization mechanism to create capable communities is a promising task. It has more advantages than disadvantages and has more opportunities than threats. Nevertheless, the findings show that today local governments do not have the necessary resources and internal forces to realize existing opportunities and counter future threats effectively. Taking into account the strengths and weaknesses of introducing the digitalization mechanism, potential opportunities and threats, it is possible to work out a strategy for further development of information and communication technologies in local governments.

#### **4. Challenges of introducing the digitalization mechanism and ways of addressing them**

Digitalization has become one of the most efficient factors in reducing the gap between access to opportunities of a modern village and a city. Thus, in the context of total urbanization and the "backwardness" of all services available in villages and settlements, decentralization and digitalization create a perfect basis for the revival of rural areas.

One of the criteria for implementing the digitalization mechanism at the basic level is a

broadband Internet connection. This is a core service that allows you to use other digital opportunities.

In Ukraine, the challenging issue is the availability of broadband Internet access in rural areas. Thus, according to the reporting data of the National Commission for the State Regulation of Communications and Informatization (NCSRCI), 1.5 million out of 5 million or 27% of users of broadband Internet connection are concentrated in Kyiv and more than 30% – in the capital together with its oblast (region). At the same time, only 11% of the population lives in the capital oblast. A large share falls on big cities. Almost 60% of fixed users of broadband Internet connection live in Kyiv city, Kyiv, Dnipropetrovsk, Donetsk, Odesa, Lviv, and Kharkiv oblasts. This situation considerably deepens inequality in the rights and opportunities of the population and leads to social injustice and economic disparity [5].

During 2019–2020, the dynamics of the share of Ukrainian households that have access to Internet services at home, both in Ukraine and all regions, tended to increase.

According to a study by the Ukrainian Internet Association, the number of Internet users in Ukraine increased by 8% in 2019 compared to the same period in 2018. In 2019, 22.96 million Ukrainians, or 71%, regularly used the World Wide Web, compared to 63% at the end of 2018. At the same time, most users are Ukrainians aged 25 to 44.

According to the study, 66% of Internet users use a smartphone to access the Internet, 40% – a home laptop, 36% – a desktop home computer, 5% – a desktop computer at work.

The study also notes that high-income users surf the Internet to the full while low-income users – by 39% [6].

Now, a rural area lags in the spread of the Internet; its residents often refer to the restrictions in the technical capacities of connecting sparsely populated areas.

The introduction of the digitalization mechanism implies the need to provide local governments and executive authorities with specialists who would have the appropriate skills and could work effectively with the updated tools of digitalization. One of the "litmus tests" of decentralization success is the availability of public services for residents of an amalgamated territorial community.

The challenging issues of digital transformation (digitalization) that need to be updated are as follows:

1) lack of the state concept, digitalization strategy for regional development, state programs

for the digital development of industries / economic sectors, markets of goods, services, capital, and labor force;

2) lack of mechanisms for managing integration processes in the context of digital transformation (digitalization);

3) poorly developed digital infrastructure and security of digital processes;

4) lack of the system of state support for organizations implementing digital technologies in the regions (even in the field of high-tech business and information and communication technologies);

5) low level of assistance in finding and attracting investors for the development of information technology not only at the state but also at the regional (local) level.

## 5. Conclusions

Summing up the above, the author holds that it is necessary to take the following measures to make the digitalization mechanism effective:

1) to create conditions for its functioning, i.e., to provide necessary resources for its implementation (financial, personnel, logistical, etc.);

2) to improve the existing statutory instruments concerning the introduction of the ICT system and information society and develop a new statutory framework for the regulated functioning of the information space;

3) to study the foreign experience in implementing the ICT implementation, involving scientists and highly qualified specialists;

4) to work out a program for applying foreign experience to Ukrainian realities (for the application of the digitalization mechanism and implementation of ICT in local government to have a positive effect, all steps must be scientifically sound and thoughtful).

Therefore, in the author's opinion, the introduction of the digitalization mechanism during the creation of institutionally capable territorial communities directly affects the quality of decentralization reform.

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[https://doi.org/10.32689/2617-2224-2021-2\(27\)-5](https://doi.org/10.32689/2617-2224-2021-2(27)-5)

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## DISCOURSE FIELD OF PROBLEMS OF FORMATION OF STATE REGULATION OF TOURISM DEVELOPMENT

**Abstract.** *The purpose of the research* is to carry out an in-depth analysis of the scientific and historical base, within the framework of the research of the discourse field of the issues of public administration of the tourist sphere. It is proved that there is no consensus in foreign and domestic public administration science on determining the factors that negatively or positively affect the development of tourism and recreation, at the present time.

**Methodology.** The complexity and specificity of the research topic led to the use of a set of methods of empirical and theoretical levels of knowledge, which made it possible to form appropriate theoretical and methodological foundations for the tasks.

It is emphasized that tourism, from the scientific point of view of most authors, is defined as a complex multidimensional concept, which simultaneously acts as a branch of the national economy, and as a separate activity, and as a form of recreational activity, and as a way of leisure, and as a science. and as a business line.

It is noted that today, tourism is a socially significant and popular practice, as well as a platform for self-development and self-improvement of people, a space for the formation of public goods, incentives and personal needs.

**Scientific novelty.** The conceptual and categorical apparatus of public administration science has been improved by reviewing the discourse field of formation of state regulation of tourism development, which differs from the existing ones by focusing scientific attention on the principles of development of this sphere within the application of innovative tools of cooperation and clustering of the international tourism market. partnerships and model business decisions.

**Conclusions.** As a result of in-depth analysis of the scientific and historical base, within the study of the discourse field of public administration of tourism, it is emphasized that the current stage of research on tourism and the tourism industry is characterized by focusing on the principles of development of this field and related industries. application of innovative tools of cooperation and clustering of the international tourism market, use of public-private partnership mechanisms and model business solutions. It is substantiated that these studies focus on the historical and philosophical understanding

of the nature of tourism as a socio-humanitarian phenomenon, as well as a basic information resource for forming a basis for expanding the practical use of basic tools and mechanisms of public administration of tourism and recreation. direction.

**Key words:** tourism, mechanisms of public administration, discourse field, socio-demographic situation, economic growth of the country.

## **ДИСКУРСНЕ ПОЛЕ ПРОБЛЕМАТИКИ ФОРМУВАННЯ ДЕРЖАВНОГО РЕГУЛЮВАННЯ РОЗВИТКУ ТУРИЗМУ**

**Анотація. Мета роботи** – здійснення поглибленого аналізу науково-історичної бази у межах дослідження дискурсного поля проблематики публічного адміністрування туристичної сфери. Доведено, що єдиної думки у зарубіжній та вітчизняній державно-управлінській науці щодо визначення факторів, які негативно або позитивно впливають на розвиток туристично-рекреаційної сфери, на сьогодні не існує.

**Методологія.** Складність і специфіка досліджуваної теми зумовили використання сукупності методів емпіричного і теоретичного рівнів пізнання. Це дало можливість сформулювати відповідні теоретико-методологічні засади виконання поставлених завдань.

Підкреслено, що туризм, на думку більшості авторів, визначається як складне і багатовимірне поняття, яке одночасно виступає і як галузь національної економіки, і як окремий вид діяльності, і як форма рекреаційної діяльності, і як спосіб проведення дозвілля людей, і як наука, і як бізнес-напрямок.

Зазначено, що сьогодні туризм виступає соціально значущою та затребуваною практикою, а також платформою для саморозвитку та самовдосконалення людей, простором для формування суспільних благ, стимулів та потреб особистості.

**Наукова новизна.** Удосконалено понятійно-категорійний апарат науки державного управління шляхом здійснення огляду дискурсного поля проблематики формування державного регулювання розвитку туризму, що відрізняється від уже наявних робіт фокусуванням наукової уваги на принципах розвитку даної сфери у межах застосування інноваційних інструментів кооперації та кластеризації міжнародного ринку туризму, а також використанням механізмів державно-приватного партнерства та прийняття модельних бізнес-рішень.

**Висновки.** У результаті проведення поглибленого аналізу науково-історичної бази у межах дослідження дискурсного поля проблематики публічного адміністрування туристичної сфери підкреслено, що для нинішнього етапу досліджень науки про туризм та функціонування туристичної галузі характерним є зосередження на принципах розвитку даної сфери та суміжних галузей у межах застосування інноваційних інструментів кооперації та кластеризації міжнародного ринку туризму, використання механізмів державно-приватного партнерства та модельних бізнес-рішень. Обґрунтовано, що дані дослідження зосереджені на історико-філософському осмисленні природи туризму як соціогуманітарного феномену, а також базового інформаційного ресурсу для формування підґрунтя з метою розширення меж практичного використання основних інструментів та механізмів публічного адміністрування туристично-рекреаційної галузі у процесі реалізації політики держави у цьому напрямі.

**Ключові слова:** туризм, механізми публічного адміністрування, дискурсне поле, соціально-демографічна ситуація, економічне зростання країни.

### **1. Introduction**

Tourism, today, is one of the most profitable sectors of the economy, which is dynamically and constantly developing in the context of globalization, which contributes to the solution of a number of socially important and economic problems. The active development of tourism in any country acts as a bright catalyst for the socio-economic development of the entire country and contributes to the development of most sectors of the country's economy, in particular, trade, industry,

transport, construction, utilities and agriculture, etc.

Contemplating the current state of tourism in Ukraine, it should be noted that, unfortunately, today there are a number of issues of a different nature (organizational, socio-political, infrastructural, socio-economic and others), which constantly appear in the process of carrying out tourism activities, the sophistication and complexity of which point to the importance of the role of the state in the processes of ensuring the sustainability of this direction.

## 2. Review of the discourse field of the formation of state regulation of tourism development

Review of a number of scientific publications and studies on this issue over the past decade indicates the relevance of studying the issues of public administration of the tourism sector in domestic scientific circles. Representatives of Ukrainian science, such as: M. Bil (Bil, Tretiak, Krainyk, 2009), L. Davydenko (Davydenko, Konishcheva, 2007), S. Dombrovska (Dombrovska, 2016), Y. Kozlovskiy (Kozlovskiy, 2008), S. Maistro (Maistro, Batyr, 2018), A. Melnychenko (Melnychenko, Shvedun, 2017), V. Shvedun, Y. Shchepanskyi (Shchepanskyi, 2017) placed a lot of attention to this problem, which is indicated by wide coverage in the literature and by the large number of scientific works of domestic authors. At the same time, we must state the fact that the implementation of the state policy in the field of tourism requires an examination of the discourse field of the formation of state regulation of tourism development, in particular, its organizational, economic, regulatory, legal, controlling, incentive, administrative, information and analytical, socio-psychological aspects.

## 3. Problems of finding effective mechanisms for public administration of the tourism industry

The problem of finding effective mechanisms for public administration in the tourism industry is also quite popular for research by domestic scientists. So, A. Akhmedova carried out a detailed analysis of the successful world experience of the leading countries in relation to public administration of the tourism industry, and she also identified promising areas of application of such an analysis in Ukraine. V. Fedorchenko's scientific potential reveals an innovative concept for the professional training of specialists in public administration of the tourism sector, and also determines the main directions for creating special educational programs in Ukraine in order to provide highly professional specialists in this area. N. Gostayeva proposes in her scientific works to consider the main mechanisms for the implementation of state policy for the development of tourism in Ukraine. Y. Shchepanskyi offered his vision of the problem of anti-crisis management in the framework of the formation of an effective system of public administration in the field of tourism.

A number of authors such as: A. Bilotil, A. Kamushkov, A. Kozlovskiy carried out a thorough analysis and conducted a number of scientific studies on the functioning of the tourism management system at the state level, and also identified

practical recommendations for the formation of an effective public administration system in this area (Leonenko, 2019).

We propose to consider the three main stages of the study of tourism from the perspective of the state-management theory of the development of society (see Fig. 1.).

The first stage (1970-1980) was characterized by a detailed analysis and assessment of the overall level of tourism impact on the economy. So, the authors T. Sokol and V. Fedorchenko studied the socio-economic factors of the development of the tourism sector, as well as the economic and legal mechanisms of its regulation.

The second stage of the study (1980-2000) was marked by the development of the main methodological, geographical, economic and valueological aspects of the development of the tourism industry. A number of scientific works in this direction have been updated, in particular (Tymoshenko, 2020):

– authors T. Adolfo, H. Al-Tahesh, N. Bashkatova, V. Yevdokimenko investigated the main features of the regional organization of the tourism industry;

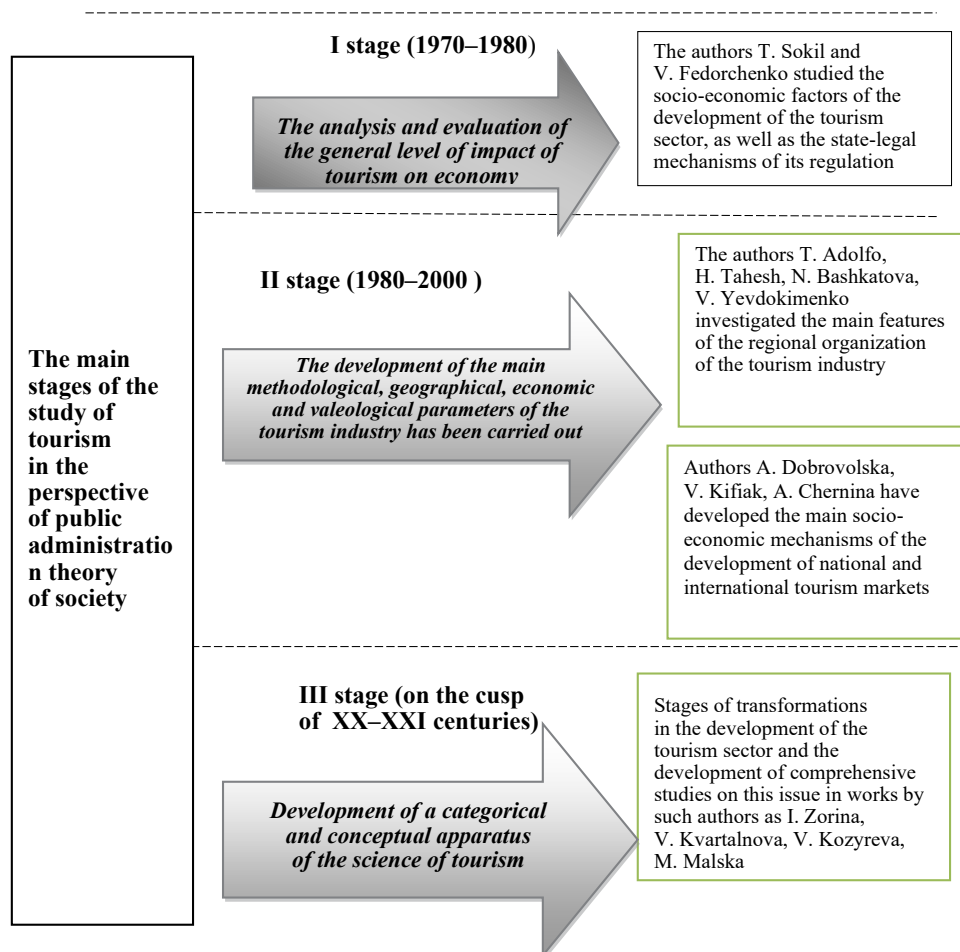
– authors A. Dobrovolska, V. Kifiak, A. Chernina have developed the main socio-economic mechanisms of the development of national and international tourism markets.

The third stage of the study (at the turn of the XX–XXI centuries) was characterized by a significant leap in the development of science and the rapid development of the main categorical and conceptual construct of the science of tourism. The stages of transformations in the development of the tourism sector and the development of comprehensive studies on this issue are contained in works of such authors as: I. Zorin, V. Kvartalnova, V. Kozyreva, M. Malska.

Therefore, it can be determined that it was at the aforementioned stages that the theoretical and methodological foundations for the research of the science of tourism were laid, the terminological definitions were formed, and also, the main development priorities for studying the theoretical basis of science were determined.

It should be noted that for the current stage of research in the science of tourism and the functioning of the tourism industry, it is typical to focus on the principles of development of this area and related industries, within the framework of the application of innovative cooperation tools and clustering of the international tourism market, the use of public-private partnership mechanisms and model business solutions. These studies are





**Fig. 1. The main stages of the study of tourism in the perspective of public administration theory of society**

focused on the impact of the tourism sector on the socio-economic indicators of the development of the country and its individual regions, the current state of the environment and the support of the historical and cultural heritage. In the scientific works of T. Bezverkhniuk, A. Gavryliuk, S. Zakharina, V. Sobol, Y. Melnyk, T. Tkachenko, T. Grinko, A. Krupskiy, N. Medved, V. Varnavskiy and others precisely such aspects of the tourism science development were disclosed..

As a result of an in-depth analysis of the scientific and historical base, within the framework of the study of the problems of public administration of the tourism sector, it can be concluded that each of the stages of development presented in Fig. 1 had its own characteristics, namely:

- the first stage became the starting point for the research of the science of tourism in terms of determining the economic priorities of the tourism sector from the standpoint of profitability and obtaining a positive economic effect;

- the second stage was described by an emphasis on the study of the direct relationship between tourism and other social sciences: history, geography, etc.;

- the third historical stage of development was based on the study of the socio-humanitarian foundations of the science of tourism from the perspective of other sciences: sociology, philosophy, psychology of tourism, pedagogy, etc. Research of the tourism industry in the framework of the development of public administration science deserves special attention, most of which were formed in the period from 2004 to 2018 which was marked by a significant scientific achievement contained in dissertations. Summarizing information about the research in this area was provided by the authors: G. Balabanov and V. Saychuk, who revealed the entire range of scientific works on the problems of the tourism and recreation industry at the local, regional and state levels (Havryliuk, 2019).

In our opinion, tourism is a rather complex and multifaceted phenomenon in society with a constant increase in its importance in the international space. An ordinary person, traveling to different countries, joins other cultures, gains new experience, new knowledge and skills, plays an important role in the development of both personal and state (Melnychenko, Shvedun, 2017).

The research of the author A. Sliusarchuk, who discovered the basic principles of public administration in the field of recreation, based on the principles of sustainable development, can be especially relevant. The author, in this perspective, identified a wide range of positive results (economic, social and environmental) from the effective public administration of the recreational and tourism sector in the state. A. Davydova's research revealed a number of models of public administration in tourism activities within the functioning of the leading countries of the world. The scientific potential of N. Ivanchenko, in turn, was devoted to the problems of the development of the tourism sector in Ukraine, the main trends and promising directions for the state to increase the level of development of this area (Voloshenko, 2016).

It should be noted that in the 90s of the XX century, a paradigm of tourism and recreation was formed, based on administrative, philosophical, legal, sociological, economic, historical, psychological, demographic, geographical and other scientific views. As part of the study of the science «Public Administration», the above scientific beliefs reveal a wide range of theoretical and methodological approaches to determining the content of the socio-humanitarian phenomenon of tourism.

We can add that authors such as Y. Alekseyeva, V. Voronkova, V. Troshchynskiy and others have also studied the theoretical aspects of the socio-humanitarian foundations of the phenomenon of public administration in the field of tourism in scientific revisions.

However, from the scientific point of view of the researcher in the field of public administration science A. Gavryliuk, the questions of the historical and philosophical understanding of tourism as a socio-humanitarian phenomenon, as well as a basic information resource for forming a basis in order to expand the boundaries of the practical use of the main tools and mechanisms of public administration of tourism the recreational sector in the process of implementing state policy in this direction are considered insufficiently researched.

In our opinion, it is the state, with the help of indirect influence, that analyzes the determination of the number of people who, with a specific level of comfort and in specific places, will be able to satisfy their own needs in the tourism sector. So, the scale of tourist flows of people and their directions will depend on a certain level of state support for the tourism industry. It should be noted that an important task of the state is the

creation of appropriate and favorable conditions for high quality recreation on its territory for both foreigners and compatriots.

From the scientific point of view of A. Postupnyi, the tourism sector is a specific and rather complex object of management, the effectiveness of which is based on a clear consideration of the characteristics of a sectoral nature, urgent problems of transforming the state's economy, as well as on creating a wide range of competitive advantages in order to provide the necessary opportunities for satisfaction of their own needs of foreigners and citizens of their country and making a significant contribution to the development of the state's economy (Postupna, 2020).

– We deem it necessary to focus special attention on the issues of choosing specific means of state influence on the tourism sector and determining the degree of such influence. From the scientific point of view of a number of authors, the development of the tourism sector is due precisely to public administration, however, due to the indirect impact of the state on the subjects of tourism activities, we can talk about the concept of state regulation of the tourism industry.

– Studying the scientific potential of A. Chkan in the field of state regulation of tourist activity in Ukraine, it can be concluded that the author reveals this area in three directions: legislative, economic and administrative, which provides for the implementation of a set of specific tasks by the competent public authorities in each of the directions.

– From a scientific point of view, A. Chkan, the legislative aspects of state regulation of the sphere of tourism activity, first of all, are revealed through the development and adoption of an effective regulatory and legal framework of the state with the inclusion of mandatory norms and standards for the activities of business entities in the tourism sector, establishing partnerships between them and the implementation of their active interaction through the use of special mechanisms for their combination. Administrative measures are determined primarily by the creation of an efficient administrative apparatus, including public authorities at various levels of government. At the same time, a rather important parameter is a clear distribution of powers, duties and responsibilities of representatives of such bodies. The author refers, first of all, to the economic directions of state regulation of the sphere of tourism activities, the revision of the existing taxation norms for business entities in the field of tourism.

– Outlining the tourism sector as a complex object of state influence, V. Chernenkyi defines the main functions of public administration in the field of tourism activities, among which (Chornenkyi, 2019):

- information support;
- modeling and forecasting;
- budgetary and other types of planning;
- organization of the structure of public administration;
- leadership;
- management;
- coordination;
- regulation;
- control and supervision;
- accounting.

According to A. Levntskyi, the need for public administration of the sphere of tourism is justified precisely by the specifics of this sphere. The tourism industry is a number of specific objects of public administration due to the fact that tourism services must meet the needs of the consumer, and also contribute to the formation of a positive image of the state in the international space. On the other hand, management activities are aimed at obtaining a positive social and economic effect for the state.

Despite the assertion of the authors S. Galasiuk and V. Gerasymenko, it can be defined as an obvious need for support from the state and regulation of the tourism sector as an artificial and multifactorial economic system that has a wide-format range of networks of various connections.

In our opinion, it is necessary to emphasize the relevance of theoretical developments in the direction of researching the conceptual foundations of the functioning of the tourism sector, which were proposed by Y. Gumeniuk. The author defines the characteristic features of the tourism sector, among which the following can be distinguished (Levytskyi, 2016):

- industry specificity of the direction (seasonality, dependence of the location of objects of the tourist complex on the territorial distribution of recreational resources, the correspondence of the breadth of the range of tourist services to the volume of recreational demand);
- technological parameters (the use of a wide range of recreational resources, differentiation of the duration of the provision of specific recreational services, the continuity of recreational processes, the individual nature of the provision of tourist services, the presence of a risk of negative impact on the environment);
- characteristic features of the product of tourism (requirements for high quality of the

provision of tourism services and its dependence on the capacity of the region for the provision of such services, the continuity of the processes of production of services and their consumption);

- the presence of characteristic properties of specific recreational resources (complex nature, a wide range of varieties, long periods of use).

In the context of V. Gerasymenko's scientific views, in the field of tourism, promising directions for increasing the tourist potential in a particular region have been identified. With the integrated use of various objects of natural, cultural, historical, medical and recreational and recreational nature, for organizing tourist and recreational activities and providing consumers with such high quality services, it will be possible to significantly increase investment flows, as well as to increase the economic effect from the activities of tourism and recreation entrepreneurs, for the account of inflow of funds into the state budget in the form of payment for recreational services by compatriots and foreign citizens. Such measures will help to ensure the proper conditions for the effective functioning of capital in the state.

That is, in our opinion, the leading goal of public administration in the field of tourism is to create favorable conditions for the development of tourism infrastructure, services related to tourism industries and material production. In turn, tourism is one of the priority areas of the state, which supports the sustainable development of the economy and culture, creates the necessary conditions for the effective implementation of tourism activities.

In the context of the scientific views of V. Druk in the field of public administration in the tourism sector, the need for proper legal regulation of this industry, as well as the creation of a modern legislative framework and effective implementation of legislative norms in practice, is determined. According to the author, the state policy of the tourism sector should be characterized by dynamic development to regulate new relations in this area that are constantly emerging.

A number of authors, such as S. Belikova, T. Vasylytsiv, R. Lupak, A. Rudkovskiy, determine that public administration in the field of tourism is aimed at creating prerequisites for the effective functioning of the tourist services market, at ensuring its stability and sustainable development with the goal of the country's economic growth and achieving a high level of economic security (Vasylytsiv, Lupak, Rudkovskiy, Bielikova, 2019).

From a scientific point of view, A. Rozhenko and T. Khailova, public administration in the field of tourism is formed on the basis of the following

factors: the specifics of the natural and geographical conditions of the country, the existing socio-demographic situation, the level of development of the transport infrastructure, the relevance of the legislative base of the tourism industry, the current state of the financial system and foreign economic relations, etc. (Romanenko, Chaplai, 2017).

#### 4. Conclusions

A detailed analysis of the current discourse field of state regulation of the tourism industry has proved the need for more detailed scientific and theoretical justification in connection with the specifics of this area, as well as the need to address pressing issues in this area in the context of socio-economic development. Three groups of factors influencing the development of public administration in the field of tourism are systematized, in the perspective of using innovative tools of cooperation and clustering of the international tourism market, the use of public-private partnership mechanisms and model business solutions, and require more detailed research, including:

- the current level of development of related services, the general state of the country's monetary system, the degree of development of currency and tax legislation, because business entities in the tourism sector are an integral part of the economic and social systems of the country as a whole and regions, in particular;

- the presence of a significant concentration of investment resources in the country and a large number of financial market participants, which affects the efficiency and effectiveness of tourism development processes at all stages (investment portfolio formation, implementation of projects for construction of tourism businesses, reconstruction and operation of such objects);

- availability of modern and developed related infrastructure and the possibility of specialization of tourist services at all stages of their production and consumption in order to provide favorable conditions for the state to create a competitive tourist product, which, in the long run, will give positive results.

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UDC 35.078+351(477)

[https://doi.org/10.32689/2617-2224-2021-2\(27\)-6](https://doi.org/10.32689/2617-2224-2021-2(27)-6)

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## FOREIGN EXPERIENCE IN THE FIELD OF PROVISION OF ADMINISTRATIVE SERVICES

**Abstract.** *The purpose of the research* is to study the foreign experience in providing administrative services and justify the possibility of its implementation in the domestic environment. It is established that the provision of administrative services in foreign countries and Ukraine differs in nature and purpose. The system of administrative services in the countries under study (France, Germany,

the Netherlands, Belgium, Poland, Great Britain, Estonia, Norway, Canada, and Bulgaria) is aimed at providing the population with all kinds of social guarantees. Given the world experience, it can be argued that the provision of administrative services in foreign countries is an open and transparent process, and still lacks such effective relations between consumers and providers of administrative services. **Methodology.** In the process of writing this article, the following methods were used: grouping, systematization and generalization, systems and integrated approaches. **Scientific novelty** of the research results is the improvement of existing and development of new measures to advance the provision of administrative services to the population in Ukraine. **Conclusions.** Keeping in mind the world experience, the authors hold that Ukraine should expand the list of administrative services in social security and housing; expand the register of institutions that provide administrative services, including not only individual bodies of state power and local self-government but also private institutions (by granting permission for the relevant activities); reduce discrepancies between administrative services and services provided by private entities; deepen decentralization processes and delegate decision-making rights to local authorities; introduce the use of electronic forms of administrative services; ensure the trust and security of consumers of administrative services who receive them online; improve quality control services for the provision of administrative services, taking into account public opinion and continuous monitoring by public administrations.

**Key words:** administrative services, state and local authorities, public authorities, e-government, office for citizens, one-stop-shop.

## ІНОЗЕМНИЙ ДОСВІД У СФЕРІ НАДАННЯ АДМІНІСТРАТИВНИХ ПОСЛУГ

**Анотація.** *Мета роботи* полягає у дослідженні іноземного досвіду надання адміністративних послуг та обґрунтуванні можливості його впровадження у вітчизняних умовах. Встановлено, що надання адміністративних послуг у закордонних країнах і Україні відрізняється за суттю та метою роботи. Система надання адміністративних послуг у розглянутих країнах (Франції, Німеччині, Нідерландах, Бельгії, Польщі, Великобританії, Естонії, Норвегії, Канаді та Болгарії) спрямована на забезпечення населення усіма видами соціальних гарантій. Враховуючи світовий досвід, можна стверджувати, що надання адміністративних послуг в закордонних країнах є відкритим та прозорим процесом, а в Україні досі немає таких ефективних взаємовідносин між споживачами та надавачами адміністративних послуг. **Методологія.** У процесі написання даної статті були використані такі методи: групування, систематизація та узагальнення, системний та комплексний підходи. **Наукова новизна** дослідження полягає в удосконаленні наявних та розробленні нових заходів покращення надання адміністративних послуг населенню в Україні. **Висновки.** Зважаючи на світовий досвід, на нашу думку, щоб покращити сферу надання адміністративних послуг в Україні, варто вжити таких заходів: розширити перелік адміністративних послуг у сфері соціального забезпечення та ЖКГ; розширити реєстр інституцій, які надають адміністративні послуги, включаючи не лише окремі органи державної влади та місцевого самоврядування, а й приватні заклади (шляхом надання дозволу на таку діяльність); зменшити розбіжності між адміністративними послугами та послугами, які надаються приватними суб'єктами; поглибити децентралізаційні процеси та делегувати права для прийняття рішень місцевим органам влади; ввести використання електронної форми надання адміністративних послуг; забезпечити довіру та безпеку споживачів адміністративних послуг, які отримують дану послугу в онлайн-режимі; покращити сервіси контролю за якістю надання адміністративних послуг, зважаючи на думку громадськості та безперервний контроль з боку публічних адміністрацій.

**Ключові слова:** адміністративні послуги, державні та місцеві органи влади, органи публічної влади, е-урядування, офіс для громадян, універсам послуг.

### 1. Introduction

It is essential to find new and modern mechanisms for the effective development of public management in Ukraine. Today there are many challenging issues caused by the long queues at

the Centers for Administrative Services Provision (CASPs), the wide variety of payments, and the endless visits to government offices. In view of the above, our country is currently implementing many reforms, incl. in the field of providing administrative



services to the population. In addition, a great deal of efforts is being made to improve communication links between citizens and the state, which act as consumers and providers of administrative services respectively. Taking into account all the above, it can be argued that the study of foreign best practices in providing administrative services to the population is relevant enough.

The field of providing administrative services to the population in foreign countries has been formed for a long time. The most important indicator which allows determining the effectiveness of such services is the level of their quality, which is directly assessed by their consumers.

Given the above, the study of the world's best practices in providing administrative services to the population (in particular, in France, Germany, the Netherlands, Belgium, Poland, Great Britain, Estonia, Norway, Canada, and Bulgaria) is of great relevance. Nowadays, the need to implement the world experience in providing administrative services in Ukraine is ambiguous. This realm in our country can be improved and brought closer to EU standards rather than being ignored as archaic. Thus, many scientists, who have been studying the provision of administrative services for a long time, hold that Ukraine must improve communication with European countries regarding the study and practical implementation of the best foreign experience in providing administrative services.

Such scientists as O.M. Andrieieva, N.V. Vasyliieva, M.I. Lakhyzha, R.A. Omelianovych, D.V. Spasibov, V. Tymoshchuk, O.K. Turkova, D.S. Tykhonova, O.H. Tsyhanov, A.O. Chechel, M. Shkilniak, et al. have dealt with the world experience in providing administrative services.

The purpose of the article is to study the foreign experience in providing administrative services with the predominant use of the comparative method and justify the possibility of its implementation in the domestic environment.

## **2. France**

In France, innovative Centers for Public Services have been established; they focus on services that fall within the competence of various institutions, incl. local self-government bodies and private organizations working at the request of the state, government agencies, social bodies (Tsyhanov, 2017). They are characterized by the constant improvement of the quality of services provided; the concentration of most of the required services in one place; choosing the location of service centers based on accessibility and convenience for visitors; arranging the centers' work schedule that would be convenient for visitors; creation of comfortable

conditions for citizens who are in one-stop-shop; guaranteeing special conditions for people with disabilities; development of e-government systems to receive a large number of services online. More than four million users visit the national portal of services in a month (Spasibov, 2018).

## **3. Germany**

The most important feature of Germany's administrative services is the availability of a codified act governing the work of public bodies, including those that provide the relevant services. Before the establishment of citizens' offices (one-stop-shop) in Germany, the Dutch experience was studied quite actively and thoroughly.

The structure and organization of one-stop-shops in Germany include:

- organization of large office space with places for customer service (in particular, for confidential conversations);

- creation of a front office (customer service area) and a back office (working area of employees of one-stop-shop), where documents are processed, the mail is distributed, and telephone service works;

- broad competence of employees, which means that all services must be processed in one-stop-shop by all employees (the principle of universal jurisdiction, or universalism);

- one-stop-shops in relatively big cities (more than 30.000 inhabitants) have an information library at the entrance, where customers gain information and settle small issues (they get application forms, pick up IDs). That sort of organizational form helps reduce service time and regulates the flow of visitors);

- if consumers visit some service points more often, it is recommended to change tasks of employees (rotation principle) periodically (weekly); this contributes to a balanced distribution of workload and diversification of activity areas of employees;

- starting from a particular size of the city (more than 40.000 inhabitants), various systems of reception organization (system of coupons with numbers) regulate the queue. The need to streamline the queue, among other things, is driven by the lack of consumers' ability to see all service points;

- organization of shift work through extended reception hours in order to ensure an adequate staffing level during peak hours. Thus, employees of the Citizens Advice Bureau do not work following the general work schedule of local authorities, as they are allowed to decide on the work schedule collectively (to draw up the work schedule) (Tymoschuk, 2012).

As of today, there are 46 such offices in Berlin. They are considered a kind of the administration's calling card (they reflect its reputation among the population) and provide for the transformation of government bodies into service institutions based on a single office for the population, where people can get services quickly after the first visit. It is worth noting that German citizens currently can obtain more than 170 types of online services.

However, despite a sufficient period, which has resulted in adopting many initiatives, strategies and laws promoting e-government and digitalization, e-government progress is modest because Germany is noticeably lagging behind many other EU countries. In most comparisons, Germany has an average rating. The lack of progress on the digitalization of e-government is also widely considered by politicians and public administration. Even the National Regulatory Control Council has concluded that *de facto* e-government of administrative services does not exist in Germany (Nationaler Normenkontrollrat, 2016). The primary causes for the slow progress are the lack of effective governance and funding of the federal system. To date, most states and local governments have their own IT units with limited coordination and cooperation between them.

#### **4. The Netherlands**

According to many foreign and domestic scientists, the Dutch system of citizens' offices (one-stop-shops) is the best among other European countries. It consists of a model that comprises two levels. Thus, the first level includes the central office for city citizens. The second level includes one-stop-shops in city districts. Dutch citizens can obtain some types of administrative services only at the central office and others – in city districts. It depends on the complexity and frequency of demand. Such a model makes it possible to ensure a high level of efficiency of the system of administrative services by distributing production means and their proximity to consumers, as needed. In the authors' opinion, it is the Dutch system of offices for citizens (one-stop-shop) that is quite relevant to modern Ukraine and is practically being implemented in the form of the development of CASPs in cities at the regional and district levels.

#### **5. Belgium**

In Belgium, citizens can submit all the necessary documentation remotely via computer. To do this, they must have a personal card, which allows them to download personal data from a specific database instead of entering them in certain forms. Thus, Belgian citizens can remotely obtain a certificate of residence, family membership certificate, local

resident card, police vouchers, parking tickets, certificates of birth, marriage, divorce, etc. (Spasibov, 2018).

#### **6. Poland**

In Poland, the creation of unified offices providing administrative services began in the late 1990s, together with administrative-territorial reform aimed at redistributing functions related to administrative services between territorial communities. It has led to the transfer of about 63% of public sector units to the municipal sector, which is subordinated to the newly created local government units. The function of public administration has changed. After renewal, it had to focus on the priorities of policy formulation and strategy development. The municipal sector had to provide public services following an agreed standard. The 1998 administrative reform triggered adapting modern management methods.

The mechanism of providing public services in Poland is characterized by the fact that every service provided by the voivodship administration is accordingly documented. For example, the map of "passport issuance" contains the following basic data: documents which a person must submit to issue a passport, fee, address and details of the responsible person, place of registration and receipt, telephone, an option to submit complaints and suggestions, legal grounds, and client recommendations. In Poland, subsidiarity (the endowment of the body, which is the closest to the citizens, with the maximum competence) is considered to be the main principle of providing citizens with public services. Fundamental principles are also the observance of the unitary state and complementarity (interconnection and complementarity between authorities) (Chechel, 2021).

Therefore, the most important task of territorial authorities in Poland is to organize the provision of administrative services to the population. Authorities are obliged to maintain the provision of various types of public services but are not obliged to provide them directly. With this end in view, it is concluded agreements with enterprises or non-governmental organizations.

#### **7. Great Britain**

In the UK, there is a combined resource of administrative bodies, which provides online services grouped for convenience as follows: benefits; registration of births, deaths, marriages; business and entrepreneurial services; the UK citizenship or permanent residence services; political rights services; court and police services; a separate group of services for persons with disabilities; property

rights services; immigration services; a separate group of services related to labor rights of citizens (Tykhonova, 2014).

One of the elements of the organization of public services related to local government is the Best Value system, which has been implemented since 2000 and envisages the obligation to provide services under well-defined standards, including both value and quality, through the most efficient, economical and productive means. A key part of this system is to determine the exact performance indicators and goals of specific local services (Shkilniak, 2003).

In the authors' opinion, the UK practice in improving the quality of administrative services currently plays a crucial role, as the importance of councils is fundamental in ensuring sufficient quality of services to the public. Local administrative service agreements are fundamental in Great Britain; they aim to strengthen councils providing administrative service to local communities and improve the indicators used to assess councils' performance.

#### **8. Estonia**

Since independence, Estonia has faced one of the most important tasks – to overcome the past legacy, eliminate bureaucracy and excessive documentation. The solution to this problem involved close communication between consumers of administrative services and public administration. Therefore, the e-Estonia project was launched in the country. It required reviewing and optimizing many services and shaping a centralized database of services. At the same time, the CASP was established following the single-window system, which contributed to the automation of public services. As a result, public authorities received efficient tools for providing electronic services to the public, and procedures became less time-consuming. Nowadays, Estonian citizens obtain administrative services in electronic form, which is regulated by appropriate legal support. It is worth mentioning that electronic procedures are identified with standard procedures involving personal contacts and bureaucratic document flow.

An electronic ID card was a fundamental innovation element for creating a modern electronic system in Estonia. The card has become a mandatory document for identifying a citizen. The document contains a special chip, which holds data on its owner, customer identifier, and personal electronic signature. The ID-card is highly protected. In addition, it allows the citizen to use a variety of Internet services which greatly simplify service backup. In fact, it is an alternative to the

Ukrainian passport, which ensures the interaction between citizens and authorities and gives access to public administration and various public services. It should be highlighted the involvement of electronic gadgets, incl. mobile phones, for providing administrative services which open access to services upon proof of identity by entering your own PIN code (Vasilieva, 2013).

Along with the involvement of innovation for business, Estonia pays considerable attention to services provided to ordinary citizens. Among them, the researchers highlight the following:

1) E-police (receiving fines for traffic violations via e-mail);

2) E-school (an electronic school diary, which permits the school administration to communicate with parents of students, has a class timetable, grades, as well as home tasks);

3) E-depository (the centralized register of all joint-stock companies in the country and securities);

4) E-pension (electronic service system for individuals dealing with pensions, selection of pension funds, exchange of reports, etc.);

5) ID-ticket (service for selling tickets for municipal transport, visiting cultural institutions, etc.) (Turkova, 2016).

Thus, the greatest achievement of the modern public administration in Estonia is that the country is making considerable efforts to ensure maximum support for business initiatives of active citizens. As a result, it became possible in Estonia to meet social needs and maintain a high economic development as a whole. Everyone who strives to start his own business has the opportunity to register business remotely via computer, rather than stand in huge queues at government offices.

#### **9. Norway**

In Norway, the people obtain e-services via a national system. It contains a large number of services grouped according to life situations, e.g., the birth of a child and declaration of paternity, death and inheritance, marriage, registration of divorce, change of residence, etc. Relevant e-services are available in every municipality in Norway, which can be found using a specific resource. According to the e-government development program, Digital Public Sector, the main objectives of the Norwegian government are currently as follows: to make public administration as digital as possible; web services should become a general rule and communication means of the state, citizens, and business; maximum improvement of services; digitalization of public administration should help deallocate resources required for other areas (Andrieieva, 2014).

## 10. Canada

Over the past thirty years in Canada, various public authorities at all levels of government – federal, provincial and municipal – have paid close attention to solving problems related to the provision of administrative services.

Canada's general service policy embraces: database integration (at the same time, access to customer personal data is protected by law and regulated in detail); the integration of access channels for services (one website, one reference / contact phone number, joint service office); simplification of procedures (reduction of diversity in application forms, etc.); the administration's proactive role (if a person, while obtaining one service, has the right to other services, the authority informs him/her about these rights, or it takes active action to provide services. For example, when registering a birth, parents are also asked to register the child in the health insurance system and are informed about child benefit programs, etc.). It is also considered that clients should be informed in advance about expected situations / services (for example, about the forthcoming right to pension, the need to extend a license, etc.) (Zhuk, 2016).

Today, Canada pursues an effective public policy, which assigns an essential part to the creation of integrated (unified) offices where citizens will be able to receive many administrative services. In other words, public authorities of different government levels try to join efforts for providing public services, for example, by creating collective offices. Such integrated offices are analogous to the domestic CASPs. The establishment of such offices in Canada was a kind of pilot project, but locals hold that it is successful enough. The list of administrative services provided in an integrated office was formed as a result of the agreement between the three levels of government.

## 11. Bulgaria

The development of a modern mechanism for providing administrative services in Bulgaria began in the late 1990s after the approval of the Strategy for the Establishment of a Modern Administrative System of the Republic of Bulgaria. The statutory legal act states the following: the need to improve the quality of administrative services to the population through introducing market economy mechanisms; authorize private units to serve to consumers provided that the control functions of public authorities are maintained; introduction of the newest technologies and ensuring service quality. At the same time, the implementation of a single-window system began to create favorable

conditions to meet the needs of consumers of administrative services. In 2002, the Bulgarian government approved the Transformation of the Administrative Service Model in the context of the single window system. The document regulated the following activity areas: creation of a general strategy for the development of the system of administrative services; working out general principles of the functioning of one-stop-shop; providing favorable conditions for building effective interagency communication; facilitating the conditions for running a business; introduction of e-government into everyday practice (Lakhizha, 2013).

## 12. Conclusions

Thus, keeping in mind the above, one can conclude that the provision of administrative services differs in foreign countries and Ukraine in nature and work goal. The system of providing administrative services in the countries under study (France, Germany, the Netherlands, Belgium, Poland, Great Britain, Estonia, Norway, Canada, and Bulgaria) is aimed at providing the population with all kinds of social guarantees.

Today in Ukraine, the activity of such a system is mainly based on ensuring state control over the population, and only then on providing the population with all kinds of social guarantees. Given the world experience, it can be argued that the provision of administrative services in foreign countries is an open and transparent process. Ukraine still lacks effective relations between consumers and providers of administrative services. At the same time, it is worth noting that the practice of foreign countries focuses on providing high-quality administrative services in the shortest possible time at the lowest cost. However, the most important thing in Ukraine is the revenue side of the state budget and the sources of its replenishment.

Therefore, keeping in mind the world experience, it can be suggested some ways to improve the system of administrative services in Ukraine and adapt it to the standards of European countries. In the authors' opinion, Ukraine should take the following measures: expand the list of administrative services in the field of social security and housing; expand the register of institutions providing administrative services, including not only individual bodies of state power and local self-government but also private institutions, by granting permission for such activities; reduce discrepancies between administrative services and services provided by private entities; deepen decentralization

processes and delegate decision-making rights to local authorities; introduce the use of electronic forms of administrative services; ensure the trust and security of consumers of administrative services who obtain a particular service online; improve quality control over the provision of administrative services given public opinion and continuous monitoring by public administrations. In the authors' opinion, the prospect of further research is to elucidate the option of introducing European standards of e-government in terms of assessing the quality of administrative services into domestic practice.

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## NOTES

Scientific publications

# **PUBLIC MANAGEMENT**

*Nº 2 (27) – June 2021*