

ISSN 2414-05-62

NGO "UKRAINIAN ASSEMBLY
OF DOCTORS OF SCIENCE
IN PUBLIC ADMINISTRATION"

INTERREGIONAL ACADEMY
OF PERSONAL MANAGEMENT



PUBLIC MANAGEMENT ПУБЛІЧНЕ УРЯДУВАННЯ

№ 5 (10) – December 2017

*Collection is trained in scientific partnership
with the Ukrainian Technological Academy*



Українська
Технологічна Академія



IIAS
International Institute
of Administrative Sciences



NISPAcee
THE NETWORK OF INSTITUTES AND
SCHOOLS OF PUBLIC ADMINISTRATION
IN CENTRAL AND EASTERN EUROPE

Київ
ДП "Видавничий дім "Персонал"
2017

Редакція

Головний редактор
Романенко Євген Олександрович,
доктор наук з державного управління,
професор, академік Української Технологічної
Академії, Міжнародної Кадрової Академії
та Академії наук публічного управління,
заслужений юрист України

Заступник головного редактора
Чаплай Ірина Віталіївна,
кандидат наук з державного управління

Видавничий редактор *Ю. А. Носанчук*
Комп'ютерне макетування *А. П. Нечипорук*

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 № 13 від 23.11.2017)

Видання є таким, що реферується в міжнародних
наукометричних базах Index Copernicus,
РИНЦ та КіберЛенінка, у вітчизняній
реферативній базі даних “Україніка наукова”
та українському реферативному журналі
“Джерело”.

Збірник внесено до Переліку наукових фахових
видань з державного управління
(Наказ Міністерства освіти і науки України
від 10.05.2017 № 693).

Відповідальність за зміст, достовірність фактів,
цитат, цифр несуть автори матеріалів. Редакція
залишає за собою право на незначне редагування
і скорочення (зі збереженням авторського стилю та
головних висновків). Редакція не завжди поділяє
думки авторів та не несе відповідальність за надану
ними інформацію. Матеріали подано
в авторській редакції.

Передрук — тільки з дозволу редакції.

Адреса редакційної колегії: Андріївський узвіз,
буд. 11, оф. 68, м. Київ, Україна, 04070
E-mail: Assembly2015@ukr.net
www.vadnd.org.ua

Адреса видавництва:
ДП “Видавничий дім “Персонал”
просп. Червонозоряний, 119, літ. XX,
Київ, Україна, 03039

Editorial

Editorial in Chief
Yevgen Oleksandrovych Romanenko,
Doctor of sciences in Public Administration, Professor,
Academician of the Ukrainian Technological Academy,
International Personnel Academy and Academy
of Sciences of Public Administration, Honored Lawyer
of Ukraine

Deputy Editor
Iryna Vitaliivna Chaplay,
PhD in Public Administration

Managing Editor *Y. A. Hosanchuk*
Computer modeling *A. P. Hechyporuk*

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 № 13 from 23.11.2017)

The edition is such that is reviewed in the interna-
tional scientometric bases Index Copernicus, РИНЦ,
КіберЛенінка and in the domestic abstract database
“Україніка наукова” and ukrainian abstract journal
“Джерело” (Series 3. Social and Human
Sciences. Arts).

The collection included in the list of scientific
professional edition from Public Administration
(Ministry of Education and Science of Ukraine
from 10.05.2017 № 693).

The authors are responsible for the content,
accuracy of the facts, quotes, numbers. The editors
reserves the right for a little change and reduction
(with preservation of the author's style and main
conclusions). Editors can not share the world
views of the authors and are not responsible for the
information provided. Materials filed
in the author's edition.

Reprinting — with the editorial's permission strictly.

Address of the editorial board: 11, Andriyivskyy
Descent, office 68, Kyiv, Ukraine, 04070
E-mail: Assembly2015@ukr.net
www.vadnd.org.ua

Address of the editorial:
ДП “Видавничий дім “Персонал”
ave. Chervonozoryanjy, 119 lit. XX,
Kyiv, Ukraine, 03039



Українська
Технологічна Академія



IIAS
International Institute
of Administrative Sciences



THE NETWORK OF INSTITUTES AND
SCHOOLS OF PUBLIC ADMINISTRATION
IN CENTRAL AND EASTERN EUROPE

Головний редактор — Романенко Євген Олександрович, доктор наук з державного управління, професор, академік Української Технологічної Академії, Міжнародної Кадрової Академії та Академії наук публічного управління, заслужений юрист України.

Заступник головного редактора — Чаплай Грина Віталіївна, кандидат наук з державного управління.

Редакційна колегія

1. Акімова Людмила Миколаївна — кандидат економічних наук, доцент, доцент кафедри фінансів та природокористування Національного університету водного господарства та природокористування.

2. Андрущенко Тетяна Вікторівна — доктор політичних наук, професор, провідний науковий співробітник Інституту вищої освіти Національної академії педагогічних наук України.

3. Афонін Едуард Андрійович — доктор соціологічних наук, професор, академік Української технологічної академії, Заслужений діяч науки і техніки України, професор кафедри публічної політики та політичної аналітики Національної академії державного управління при Президентові України.

4. Балашов Анатолій Миколайович — доктор наук з державного управління, професор, професор кафедри публічного адміністрування Міжрегіональної Академії управління персоналом, Президент Всеукраїнської академії наук публічного управління.

5. Бова Тетяна В'ячеславівна — доктор наук з державного управління, доцент, Херсонський національний технічний університет, професор кафедри державного управління і місцевого самоврядування.

6. Бодров Володимир Григорович — доктор економічних наук, професор, завідувач кафедри управління національним господарством та економічної політики Національної академії державного управління при Президентові України.

7. Бульба Володимир Григорович — доктор наук з державного управління, професор, декан факультету підготовки магістрів державного управління Харківського регіонального інституту державного управління Національної академії державного управління при Президентові України.

8. Бутирська Тетяна Олександрівна — доктор наук з державного управління, доцент, професор кафедри державного управління та місцевого самоврядування Іва-

но-Франківського національного технічного університету нафти і газу.

9. Валевський Олексій Леонідович — доктор наук з державного управління, старший науковий співробітник, провідний науковий співробітник Національного інституту стратегічних досліджень.

10. Ващенко Костянтин Олександрович — доктор політичних наук, Голова Національного агентства України з питань державної служби, член-кореспондент Національної академії педагогічних наук України, Заслужений економіст України.

11. Вендт Ян Анджей — доктор хабілітований наук про Землю у сфері географії, професор, заступник директора з питань науки та розвитку Інституту океанографії та географії Гданського університету (Польща).

12. Гасвська Лариса Анатоліївна — доктор наук з державного управління, доцент, заступник начальника управління з навчальної роботи — начальник відділу менеджменту знань Національної академії державного управління при Президентові України, професор кафедри управління освітою.

13. Гвоздзьовіч Сильвія — кандидат наук, кафедра адміністрації та національної безпеки Державної професійної вищої школи ім. Якуба з Парадижа в Гожуві-Великопольському (Гожув-Великопольський, Польща).

14. Гечбайя Бадри Нодарович — доктор економічних наук, асоційований професор, Батумський державний університет ім. Шота Руставелі, факультет економіки і бізнесу. Керуючий департаментом управління бізнесом (Грузія).

15. Гурковський Володимир Ігорович — доктор наук з державного управління, перший заступник директора ВГО «Центр дослідження проблем публічного управління».

16. Дацій Надія Василівна — доктор наук з державного управління, доцент, завідувач кафедри менеджменту і маркетингу Київського національного лінгвістичного університету.

17. Девадзе Анзор Хемидович — кандидат економічних наук, доктор економіки, професор, Батумський державний університет ім. Шота Руставелі, факультет туризму (Грузія).

18. Денисюк Світлана Георгіївна — доктор політичних наук, професор кафедри суспільно-політичних наук Вінницького національного технічного університету.

19. Довгань Валерій Іванович — доктор наук з державного управління, доцент, професор кафедри державного управління та місцевого самоврядування Хмельницького університету управління та права.

20. Драган Іван Олександрович — доктор наук з державного управління, професор кафедри менеджменту і маркетингу Київського національного лінгвістичного університету.

21. Драгомирецька Наталія Михайлівна — доктор наук з державного управління, професор кафедри філософських та соціально-політичних наук Одеського регіонального інституту державного управління Національної академії державного управління при Президентові України.

22. Жулева Гергана — Доктор PhD, виконавчий директор болгарської урядової “Програми доступу до інформації” (Болгарія).

23. Іваницька Ольга Михайлівна — доктор наук з державного управління, професор, професор кафедри теорії та практики управління Національного технічного університету України “Київський політехнічний інститут ім. Ігоря Сікорського”.

24. Ірвін Студін — Доктор PhD, професор Школи державної політики та управління Університету Торонто, Президент Інституту питань XXI століття, головний редактор і видавець журналу Global Brief (Канада).

25. Кайдашев Роман Петрович — доктор юридичних наук, доцент, професор кафедри публічного адміністрування Міжрегіональної Академії управління персоналом.

26. Карташов Євген Григорович — доктор наук з державного управління, завідувач кафедри управління проектами та загальнофахових дисциплін, Інститут менеджменту та психології Національної академії педагогічних наук України.

27. Кіслов Денис Васильович — доктор наук з державного управління, доцент, член-кореспондент Української Академії

Наук, професор кафедри публічного адміністрування Міжрегіональної Академії управління персоналом.

28. Козаков Володимир Миколайович — доктор наук з державного управління, професор, професор кафедри державної політики та суспільного розвитку Національної академії державного управління при Президентові України.

29. Корнієвський Олександр Анатолійович — доктор політичних наук, доцент, завідувач сектору громадянського суспільства Національного інституту стратегічних досліджень.

30. Кринична Ірина Петрівна — доктор наук з державного управління, доцент, професор кафедри державного управління та місцевого самоврядування Дніпропетровського регіонального інституту державного управління Національної академії державного управління при Президентові України.

31. Крюков Олексій Ігорович — доктор наук з державного управління, професор кафедри політології та філософії Харківського регіонального інституту державного управління Національної академії державного управління при Президентові України.

32. Литвин Юрій Олексійович — доктор наук з державного управління, професор, завідувач кафедри державного управління та місцевого самоврядування Академії муніципального управління.

33. Лопушинський Іван Петрович — доктор наук з державного управління, професор, Херсонський національний технічний університет, завідувач кафедри державного управління і місцевого самоврядування.

34. Мамічев Олексій Юрійович — доктор політичних наук, доцент, завідувач кафедри теорії та історії російського та зарубіжного права Владивостоцького державного університету економіки і сервісу (Росія).

35. Миколайчук Микола Миколайович — доктор наук з державного управління, професор, Одеський регіональний інститут державного управління Національної академії державного управління при Президентові України, професор кафедри економічної та фінансової політики.

36. Мікеладзе Едуард Важаєвич — кандидат економічних наук, професор, Хічурський навчальний університет ім. святої Тбел Абусерідзе, факультет економіки та бізнесу (Грузія).

37. Мішель Маффесолі — професор університету ім. Рене Декарта / Сорбонна — Париж V (Париж, Французька республіка).

38. Молодцов Олександр Володимирович — доктор наук з державного управління, доцент, професор кафедри державного управління та місцевого самоврядування Івано-Франківського національного технічного університету нафти та газу.

39. Науменко Раїса Андріївна — доктор наук з державного управління, старший науковий співробітник, Київський національний торговельно-економічний університет, професор кафедри менеджменту.

40. Наумкіна Світлана Михайлівна — доктор політичних наук, професор Державного закладу “Південноукраїнський національний педагогічний університет ім. К. Д. Ушинського” (м. Одеса).

41. Непомнящий Олександр Михайлович — доктор наук з державного управління, академік Академії будівництва України, професор кафедри публічного адміністрування Міжрегіональної Академії управління персоналом, Заслужений будівельник України.

42. Новак-Каляєва Лариса Миколаївна — доктор наук з державного управління, доцент, професор кафедри державного управління та місцевого самоврядування Львівського регіонального інституту державного управління Національної академії державного управління при Президентіві України.

43. Новаченко Тетяна Василівна — доктор наук з державного управління, доцент, професор кафедри парламентаризму та політичного менеджменту Національної академії державного управління при Президентіві України.

44. Олуйко Віталій Миколайович — доктор наук з державного управління, професор, голова Хмельницького обласного територіального відділення Антимонопольного комітету України.

45. Пархоменко-Куцевіл Оксана Ігорівна — доктор наук з державного управління, Радник Голови Національного агентства з питань запобігання корупції.

46. Пивоваров Костянтин Володимирович — доктор наук з державного управління, професор кафедри публічного адміністрування Міжрегіональної Академії управління персоналом.

47. Пірен Марія Іванівна — доктор соціологічних наук, професор, Чернівець-

кий національний університет імені Юрія Федьковича, завідувач кафедри.

48. Плющ Руслан Миколайович — доктор наук з державного управління, доцент, професор кафедри державного управління і місцевого самоврядування Херсонського національного технічного університету.

49. Половцев Олег Валентинович — доктор наук з державного управління, професор кафедри державного управління і місцевого самоврядування Херсонського національного технічного університету.

50. Радченко Олександр Віталійович — доктор наук з державного управління, професор надзвичайний Поморської академії в Слупську (Польща).

51. Ромат Євгеній Вікторович — доктор наук з державного управління, завідувач кафедри маркетингу та реклами Київського національного торговельно-економічного університету.

52. Руденко Ольга Мстиславівна — доктор наук з державного управління, доцент, директор Науково-дослідного інституту публічного адміністрування та менеджменту Чернігівського національного технологічного університету.

53. Ручка Анатолій Олександрович — доктор соціологічних наук, професор, Інститут соціології НАН України, головний науковий співробітник.

54. Саханенко Сергій Єгорович — доктор наук з державного управління, професор кафедри державного управління і місцевого самоврядування Одеського регіонального інституту державного управління НАДУ при Президентіві України.

55. Сіцинська Майя Володимирівна — доктор наук з державного управління, професор кафедри філософії та політології Національного університету державної податкової служби України.

56. Слінько Олександр Анатолійович — доктор політичних наук, професор, завідувач кафедри політології та політичного управління Воронежської філії Російської академії народного господарства та державної служби при Президенті Російської Федерації (Росія).

57. Соболева Наталя Іванівна — доктор соціологічних наук, старший науковий співробітник, Інститут соціології НАН України, провідний науковий співробітник.

58. Сурай Інна Геннадіївна — доктор наук з державного управління, доцент, професор кафедри парламентаризму та політичного менеджменту Національної академії державного управління при Президентові України.

59. Суший Олена Володимирівна — доктор наук з державного управління, доцент, Інститут соціальної та політичної психології НАПН України, завідувач лабораторії.

60. Тадеуш Троціковскі — доктор наук про управління, професор, член-кореспондент Регіональної Академії Менеджменту, Голова Правління Регіонального Центру Європейської Інтеграції (Польща).

61. Усаченко Лариса Михайлівна — доктор наук з державного управління, професор, професор кафедри публічного адміністрування Міжрегіональної Академії управління персоналом, Заслужений діяч науки і техніки України.

62. Халецька Аліна Анатоліївна — доктор наук з державного управління, професор, завідувач кафедри менеджменту організацій та зовнішньоекономічної діяльності Волинського інституту економіки та менеджменту.

63. Філіпенко Тетяна В'ячеславівна — доктор наук з державного управління, професор Міжрегіональної Академії управління персоналом.

64. Чаплай Ірина Віталіївна — кандидат наук з державного управління, доцент кафедри публічного адміністрування Міжре-

гіональної Академії управління персоналом, виконавчий директор Президії громадської організації “Всеукраїнська асамблея докторів наук з державного управління”.

65. Червякова Ольга Володимирівна — доктор наук з державного управління, професор кафедри публічного адміністрування Міжрегіональної Академії управління персоналом.

66. Чернишов Юрій Георгійович — доктор політичних наук, професор, завідувач кафедри Алтайського державного університету, директор Алтайської школи політичних досліджень (Росія).

67. Шайгородський Юрій Жанович — доктор політичних наук, доцент, головний науковий співробітник Інституту політичних і етнонаціональних досліджень ім. І. Ф. Кураса НАН України.

68. Шпак Юрій Валерійович — доктор наук з державного управління, професор кафедри економіки підприємства Східноєвропейського університету економіки і менеджменту.

69. Якимчук Аліна Юріївна — доктор економічних наук, професор, професор кафедри державного управління, документознавства та інформаційної діяльності Національного університету водного господарства та природокористування.

70. Яутріте Брієде — доктор юридичних наук, професор, Латвійський університет, юридичний факультет (Латвія).

Editor in Chief — Yevhen Oleksandrovykh Romanenko, Doctor of sciences in Public Administration, Professor, Academician of the Ukrainian Technological Academy, International Personnel Academy and Academy of Sciences of Public Administration, Honored Lawyer of Ukraine

Deputy Editor — Iryna Vitaliivna Chaplay, PhD in Public Administration.

Editorial board

1. Lyudmila Nikolayevna Akimova — PhD of economic science, assistant professor, assistant professor of the Department of finance and environmental sciences of the National University of Water and Environment.

2. Tetiana Viktorivna Andrushchenko — Doctor of Political Science, Professor, leading researcher of the Institute of Higher Education of National Academy of Educational Sciences of Ukraine.

3. Eduard Andriyovych Afonin — Doctor of sociological science, Professor, Professor of the Department of Political Analysis and Forecasting of the National Academy for Public Administration under the President of Ukraine.

4. Anatolii Mykolaiovych Balashov — Doctor of science in Public Administration, Professor, Professor of the Department of Public Administration of the Interregional Academy of Personnel Management, President of the Ukrainian Academy of Science of Public Administration.

5. Tetiana Viacheslavivna Bova — Doctor of science in Public Administration, Associate Professor of the Dept. of Public Administration and Local Self-Government of the Kherson National Technical University.

6. Volodymyr Hryhorovych Bodrov — Doctor of economic science, Professor, Head of the Dept. of administration of National Economy and Economic Policy of the National Academy of Public Administration under the President of Ukraine.

7. Volodymyr Hryhorovych Bulba — Doctor of Science in Public Administration, Professor, Dean of the Faculty of Masters Preparation of Public Administration of the Kharkov Regional Institute of Public Administration of the National Academy of Public Administration under the President of Ukraine.

8. Tetiana Oleksandrivna Butyrska — Doctor of science in Public Administration, Associate Professor of the Dept. of Public Administration and Local Self-government of the Ivano-Frankivsk National Technical University of Oil and Gas.

9. Oleksii Leonidovych Valevskiy — Doctor of science in Public Administration, Senior Researcher, Senior Research of the National Institute for Strategic Studies.

10. Kostiantyn Oleksandrovykh Vashchenko — Doctor of Political Sciences, Head of the National Agency of Ukraine on Civil Service, member-correspondent of the National Academy of Pedagogical Sciences of Ukraine, Honored Economist of Ukraine.

11. Andrzej Jan Wendt — Habilitovany doctor of Earth Sciences in the field of geography, professor, Deputy Director from questions of Science and Development of Institute of the Oceanography and Geography of the Gdansk University (Poland).

12. Larysa Anatoliivna Haievskva — Doctor of science in Public Administration, Associate Professor, Depchief of Management from Educational Work is a Chief of Department of Management of Knowledge of the National Academy of State Administration at President of Ukraine, Professor of Department of Management Education.

13. Sylvia Hvozhdzhyevich — Candidate of Science, Dept. of Administration and the National Security of State Higher Professional School. named Jakub from Paradyzhu in Lublin-Velykopolckomu (Gorzow Wielkopolski, Poland).

14. Badry Nodarovych Hechbayya — Doctor of Economics, Professor Asotsiirovanyy, Batumi State University of Shota Rustaveli. Faculty of Economics and Business. Managing of the Dept. of business management (Georgia).

15. Volodymyr Ihorovych Hurkovskiy — Doctor of science in Public Administration, First Deputy Director of the NGO “Center of studies of problems of public administration”.

16. Dadiy Nadezhda Vasilivna — Doctor of Sciences in Public Administration, Associate Professor, Head of the Department of Management and Marketing of the Kyiv National Linguistic University.

17. Anzor Hemydovych Devadze — Candidate of economic science, Doctor of Economics, professor, Sh. Rustaveli Batumi State University, Dept. of Tourism (Georgia).

18. Svitlana Heorhiivna Denysiuk – Doctor of Political Science, Professor of the Dept. Sociopolitical Sciences of the Vinnitsa National Technical University.

19. Valerii Ivanovych Dovhan – Doctor of science in Public Administration, Associate Professor of the Dept. of Public Administration and Local Self – government of Khmelnytsky University of Management and Law.

20. Dragan Ivan Alexandrovich – Doctor of Science in Public Administration, Professor of Management and Marketing Department of Kyiv National Linguistic University.

21. Nataliia Mykhailivna Drahomiretska – Doctor of science in Public Administration, Professor of the Dept. of Philosophy and Social and Political Sciences of the Odessa Regional Institute of Public Administration of the National Academy of Public Administration under the President of Ukraine.

22. Gargana Zhuleva – Doctor PhD, Executive Director of the Bulgarian government’s “Program of access to information” (Bulgaria).

23. Ivanitskaya Olga Mikhailovna – Doctor of Science in Public Administration, Professor, Professor of the Department of Theory and Practice of Management of the National Technical University of Ukraine “Kyiv Polytechnic Institute named after M.Sc. Igor Sikorsky”.

24. Irvin Studin – PhD, Professor in the School of Public Policy and Governance of the University of Toronto, President of the Institute for XXI Century Questions, and also Editor-in-Chief and Publisher of Global Brief magazine (Canada).

25. Roman Petrovych Kaidashev – Doctor of juridical science, Associate professor, Professor of the Department of public administration of the Interregional Academy of Personnel Management.

26. Evgeny Grigoryevich Kartashov – Doctor of science in Public Administration, Head of the Department of Project Management and General Professional Disciplines, Institute of Management and Psychology of the National Academy of Pedagogical Sciences of Ukraine.

27. Kislov Denis Vasilievich – Doctor of Sciences in Public Administration, Associate Professor, Corresponding Member of the Ukrainian Academy of Sciences, Professor of the Department of Public Administration of the Interregional Academy of Personnel Management.

28. Volodymyr Mykolaiovych Kozakov – Doctor of science in Public Administration, Professor of public policy and social development of the National Academy of Public Administration under the President of Ukraine.

29. Oleksandr Anatoliiovych Kornievskyy – Doctor of Political Science, Associate professor, the Head of the Dept. of civil society of the National Institute for Strategic Studies (NISS).

30. Iryna Petrivna Krynychna – Doctor of science in Public Administration, Associate Professor, Professor Department of Public Administration and Local Self-Government of the Dnepropetrovsk Regional Institute of Public Administration of the National Academy of Public Administration under the President of Ukraine.

31. Oleksii Igorevych Kryukov – Doctor of science in Public Administration, Professor of the Dept. of Political Science and Philosophy of the Kharkiv Regional Institute of Public Administration of the National Academy of Public Administration under the President of Ukraine.

32. Yuriy Oleksiyovych Lytvyn – Doctor of science in Public Administration, Professor, Head of the Dept. of Public Administration and Local government of the Academy of Municipal Management.

33. Ivan Petrovych Lopushynskyy – Doctor of science in Public Administration, Professor, Head of the Dept. of public administration and local government of the Kherson National Technical University.

34. Oleksii Yuriyovich Mamichev – Doctor of Political Science, Associate professor, Head of the Department of Theory and history of Russian and international law of the Vladivostok State University of Economics and Service (Russia).

35. Mykola Mykolaiovych Mykolaichuk – Doctor of science in Public Administration, Professor of the Dept. of economic and financial policy of the Odessa Regional Institute of Public Administration of the National Academy of Public Administration under the President of Ukraine.

36. Edward Vazhayevych Mikeladze – Candidate of Economic Science, Professor, Tbel Abuseridze Hichaurskiy University. Faculty of Economics and Business (Georgia).

37. Michel Maffesoli – Professor of the Paris Descartes University / Paris V (Paris, the French Republic).

38. Oleksandr Volodymyrovych Molodtsov – Doctor of science in Public Administration, Professor of the Dept. of Public Administration and Local Self-government of the Ivano-Frankivsk National Technical University of Oil and Gas.

39. Raisa Andriivna Naumenko – Doctor of science in Public Administration, Senior Research, Professor of the Dept. of management of the Kyiv National University of Trade and Economics.

40. Svitlana Mykhailivna Naumkina – Doctor of Political Science, Professor of the South Ukrainian National Pedagogical University named after K. D. Ushynsky.

41. Oleksandr Mykhailovych Nepomniashchy – Doctor of science in Public Administration, Academician of Academy of building of Ukraine, Professor of the Department of Public Administration of the Interregional Academy of Personnel Management, Honored Builder of Ukraine.

42. Larysa Mykolaivna Novak-Kaliaieva – Doctor of science in Public Administration, Associate Professor, Professor of the Dept. of Public Administration and Local Self-government of the Lviv Regional Institute of Public Administration of the National Academy of Public Administration under the President of Ukraine.

43. Tetiana Vasylivna Novachenko – Doctor of science in Public Administration, Associate Professor of the Dept. of parliamentary and political management of the National Academy of Public Administration under the President of Ukraine.

44. Vitalii Mykolaiovych Oluiko – Doctor of science in Public Administration, Professor, Head of Khmelnytsky regional territorial office of the Antimonopoly Committee of Ukraine.

45. Oksana Ihorivna Parkhomenko-Kutsevil – Doctor of science in Public Administration, Advisor of the Head of the National Agency on corruption prevention.

46. Konstantin Vladimirovich Pivovarov – Doctor of Science in Public Administration, Professor of the Department of Public Administration of the Interregional Academy of Human Resources Management.

47. Maria Ivanivna Piren – Doctor of Social Sciences, Professor, Head of the Dept. of the Chernivtsi National University.

48. Ruslan Mykolaiovych Pliushch – Doctor of science in Public Administration, Associate Professor of the Dept. of Public Administration and Local Self-government of the Kherson National Technical University.

49. Oleh Valentynovych Polovtsev – Doctor of science in Public Administration, Professor of the Dept. of Public Administration and Local Self-government of the Kherson National Technical University.

50. Oleksandr Vitaliiiovych Radchenko – Doctor of science in Public Administration, Professor of the emergency Pomeranian Academy in Slupsk (Poland).

51. Yevhenii Viktorovych Romat – Doctor of science in Public Administration, Head of the Dept. of marketing and advertising of the Kyiv National University of Trade and Economics.

52. Olha Mstyslavivna Rudenko – Doctor of science in Public Administration, Associate Professor, Director of the Research Institute of Public Administration and Management of the Chernihiv National Technological University.

53. Anatolii Oleksandrovych Ruchka – Doctor of Social Sciences, Professor, Chief researcher of the Institute of Sociology of National Academy of Science of Ukraine.

54. Serhii Yehorovych Sahanienko – Doctor of science in Public Administration, Professor of the Dept. of public administration and local government of the Odessa Regional Institute of Public Administration under the President of Ukraine of the National of Public Administration under the President of Ukraine.

55. Maiia Volodymyrivna Sitsinska – Doctor of science in Public Administration, Professor of the Dept. of Philosophy and Political Science of the National University of the State Tax Service of Ukraine.

56. Alexander Anatoliiovych Slinko – Doctor of Political Science, Professor, Head of the Department of political science and political administration of the Voronezh branch of the Russian Academy of National Economy and Public Service under the President of the Russian Federation (Russia).

57. Natalia Ivanivna Sobolieva – Doctor of Social Sciences, senior researcher, leading researcher of the Institute of Sociology of National Academy of Science of Ukraine.

58. Inna Hennadiivna Surai – Doctor of science in Public Administration, Associate Professor of the Dept. of parliamentary and political management of the National of Public Administration under the President of Ukraine.

59. Olena Volodymyrivna Sushyi – Doctor of science in Public Administration, Associate Professor, head of the laboratory of the Institute of Social and Political Psychology of the National Academy of Political Science of Ukraine.

60. Tadeusz Trocikowski – Doctor of Management Sciences, professor, corresponding member of the Regional Academy of Management, Chairman of the Regional Centre for European Integration (Poland).

61. Larysa Mykhailivna Usachenko – Doctor of science in Public Administration, Professor of the Department of Public Administration of the Interregional Academy of Personnel Management, Honored Worker of Science and Technology of Ukraine.

62. Alina Anatoliivna Khaletska – Doctor of science in Public Administration, Professor, Head of the Dept. of Management of Organizations and Foreign Activity of the Volyn Institute of Economics and Management.

63. Tetiana Viacheslavivna Filipenko – Doctor of science in Public Administration, Professor of the Interregional Academy of Personnel Management.

64. Iryna Vitaliivna Chaplay – PhD in Public Administration, Associate Professor of

the Department of Public Administration of the Interregional Academy of Personnel Management, Executive Director of the Presidium of the NGO “Ukrainian Assembly of doctors of science in public administration”.

65. Olha Volodymyrivna Chervyakova – Doctor of science in Public Administration, Professor of the Department of public administration of the Interregional Academy of Personnel Management.

66. Yurii Heorhiiovych Chernyshev – Doctor of Political Science, Professor, Head of the Department of Altai State University, Director of the Altai School of Political Studies (Russia).

67. Yurii Zhanovych Shaigorodskiy – Doctor of Political Science, Associate professor, Chief Research Scientist of the I. F. Kuras Institute of Political and Ethnic Studies of the NAS of Ukraine.

68. Yurii Valeriiovych Shpak – Doctor of science in Public Administration, Professor of the Dept. of Economics of the enterprise of the East European University of economics and management.

69. Alina Yuriivna Yakymchuk – Doctor of Economic Sciences, Professor, Professor of the Dept. of public administration, documentation and information activities of the National University of Water Household and Environment.

70. Jautrite Briede – Dr. iur, Professor, University of Latvia, Faculty of Law (Latvia).

CONTENT

Akimova L. N., Lysachok A. V. State regulation of financial and economic safety of subjects of economic activity	16	of public-public partnership in Ukraine	98
Andreev V. N. Theoretical and methodological approaches to the notion: “selection of public servants”: basic definitions	29	Caracasidi O. F. The essence and specific features of state power as an important instrument of public administration, organization of social life: conceptual foundations.....	129
Borzenko O. P. Tendency of distance education development in the system of independent education.....	38	Kartashov E. G. Territorial community development projects: domestic and foreign experiences.....	137
Volyansky P. B., Evsyukov O. P., Terentieva A. V. Ways of improving the efficiency of the staff of the authorities of the state emergency service of Ukraine	50	Kozakov V. M., Olefir O. O. Features of functioning of the executive service of Ukraine in conditions of transformation change.....	148
Havryliuk A. M. Andrushiv district as a tourists destination: the toolkit of marketing positioning	64	Lebedeva N. A. Philosophical bases of state administration in the educational sphere	157
Guk O. F., Chernuha N. M. Socialization of student youth: vectors of success.....	76	Murashev S. P. The structure of mechanism rational used resources of environment in the automotive complex: on the example of one of the subjects of management	174
Dyvonych H. A. Programs and methods of improving english language competence of civil servants of Ukraine.....	89	Naumenko R. A., Sereda T. M. Mechanisms of public administration of constitutional and legal reform in Ukraine	183
Drahomyretska N. M., Gordeeva A. V., Zaporozhets M. V., Kovaleva L. V., Ladunska-Amons O. V., Lisova M. V., Melnik R. V., Miskov S. V., Fitto Y. G. Theoretical and methodological approaches to the development		Nahkur T. F. State regulation of the first market of real estate in Ukraine: request and offer	192
		Diegtiar O. A., Nepomniashchyi O. M. The evolution of process-oriented personnel management	199

Protsiv O. R.			
The military component in public administration of hunting economy in Galicia in the early twentieth century	208		
Ragulina O. O.			
Problems of the organization and functioning of a personnel management system of public service: foreign experience	218		
Rodchenko I. Y.			
Tools and approaches to model-improving mechanisms for self-ordering in public administration in Ukraine	230		
Romanenko Y. O., Shchokin R. G.			
Main stages of privatization in Ukraine	241		
Spivak Y. O.			
Professional competence of the social teacher as a priority		for successful professional self-fulfillment.....	251
		Suray I. G., Tomashevskaya T. V.	
		Main channels of recruiting of modern political and governing elite in Ukraine	261
		Chaplay I. V.	
		Public-civil communication – important part of preparation and adoption of government-managerial decisions	268
		Bilous A. A., Cherovakova O. V.	
		Formation of civil society as the basis of sustainable development in Ukraine	275
		Chukut S. A., Dmytrenko V. I.	
		Interoperability as a necessary condition for the implementation of e-governance: experience of the European Union	293

DEAR COLLEAGUES AND FRIENDS!

Me, Vice-Rector of the Interregional Academy of Personnel Management of the Scientific and Educational Work, is particularly close the idea of publishing a professional refreshed printed scientific and practical edition for specialists of various specialties of public administration.

Today, scientific knowledge in the field of public administration is developing rapidly. Recent successes in understanding the significance of the introduction of a governance model focused on ensuring sustainable development of the state and improving the quality of life of a person have considerably increased the need for social transformation, the introduction of democratic values and European standards in the state construction of our country.

In the collection "Public management" in the form of analytical and problem reviews, original articles and news, the editorial staff introduces the achievements in public administration.

The collection combines the creative potential of scientists and repre-



sentatives of state authorities, local self-government to solve specific problems of public administration and is an authoritative printed publication among experts and the scientific community.

Regards,

**Vice-Rector of the Interregional
Academy of Personnel Management
of the Scientific and Educational Work,
Doctor of Political Science, Candidate of
Historical Sciences, Professor,
Corresponding Member of the Ukrainian
Academy of Political Sciences,
Honored Worker of National
Education of Ukraine**

M. F. Holovatiy

DEAR COLLEAGUES!



Time is flying very fast, and we are glad to notice the pace of development of public administration, which level it has achieved in recent decades, years. However, it is sometimes difficult for scientists to meet the current demands of a particular specialty in the field of public administration, level of knowledge, since the amount of information is increasing day by day. The collection “Public management” will help to follow many new directions in public administration, related specialties, will help to receive information in a timely manner. We will strive that publications in our collection will deal with different areas, taking into account the

state of the problems of public administration, not only in Ukraine, but also throughout the world.

We will pay special attention to the latest recommendations of our international colleagues in the field of public administration, exchange of experience with them to overcome the obstacles encountered in the practical work of scientists in the process of implementing these recommendations in life, highlighting new scientific achievements.

We hope that our collection will be useful for teachers of higher educational institutions and students, because on its pages you will find a lot of useful information in preparation for lectures, seminars, practical classes, introduction of new technologies into the educational process, and will be able to exchange experiences of teaching.

The new 2018 is approaching. Let New Year holidays bring you and your families joy, goodness, peace and prosperity. Let the new year come true all that you dreamed for a long time. The editorial board wishes our readers, colleagues, the successful completion of previously conceived creative inspiration, well-being, professional growth, warm friends and loved ones.

We will be pleased to see you among the readers in the new year 2018.

**Regards,
Chief editor, Head of the Department of Public Administration
of the Interregional Academy of Personnel Management,
President of the Ukrainian Assembly
of doctors of Science in Public Administration of Ukraine,
Chairman of the Dissertation Council for the Defense
of Candidate Dissertations of Public Administration
of Interregional Academy of Personnel**

A stylized, handwritten signature in black ink, appearing to read 'Y. O. Romanenko'.

Y. O. Romanenko

DEAR COLLEAGUES!

I congratulate you with the release of the next issue of a professional from the public administration collection “Public management”.

It will not be an exaggeration to say that every issue of the collection “Public management” allows the representatives of the public administration to reach a qualitatively new level of work: to consolidate existing forces, to combine practical and scientific potential, to strengthen the base of highly skilled personnel, and most importantly – to optimize the implementation process and further improvement, development of modern directions of state regulation of economic and social developments.

I think that from the moment of its foundation, the edition of the collection made a step forward, both in terms of expanding thematic sections, and in terms of the coverage of various categories of authors and readers. A great attention of the collective of the collection is devoted to coverage of highly effective scientifically grounded technologies of functioning of executive power and local self-government, providing of citizens’ rights and freedoms, providing



of high-quality public and public services. I want to note that all the years of the publication of the “Public management” have become the time of its continuous progressive development.

I wish the collective, the audience of the collection health, happiness, success, optimism, perspective ideas, projects and invite to join the exchange of views on the topical issues of public administration science on its pages.

Regards,

**Doctor of Sciences in Public Administration,
Professor, Head of the Department
of Marketing and Advertising
of the Kiev National University of Trade and Economics,
Head of the Union of Advertisers of Ukraine,
publisher of the magazine
“Marketing and Advertising”**

Y. V. Romat



UDC: 005.934:330.14:336.745

Akimova Lyudmila Nikolaevna,

PhD of economic science, assistant professor, assistant professor of the Department of finance and environmental sciences, National University of Water and Environment, 33000, Rivne, Str. Oleksy Novak, 75, tel.: (067) 362 23 91, e-mail: l_akimova@ukr.net

ORCID: 0000-0002-2747-2775

Акімова Людмила Миколаївна,

кандидат економічних наук, доцент, доцент кафедри фінансів і природокористування, Національний університет водного господарства та природокористування, 33000, м. Рівне, вул. Олекси Новака, 75, тел.: (067) 362 23 91, e-mail: l_akimova@ukr.net

ORCID: 0000-0002-2747-2775

Akimova Lyudmila Nikolaevna,

кандидат экономических наук, доцент, доцент кафедры финансов и природопользования, Национальный университет водного хозяйства и природопользования, 33000 г. Ровно, ул. Алексея Новака, 75, тел.: (067) 362 23 91, e-mail: l_akimova@ukr.net

ORCID: 0000-0002-2747-2775



Lysachok Alla Vasilevna,

5th year student, National University of Water and Environment, 33000, Rivne, Str. Oleksy Novak, 75, tel.: (097) 511 18 20, e-mail: lysachok96@ukr.net

ORCID: 0000-0002-5716-487X

Лисачок Алла Василівна,

студентка 5-го курсу, Національний університет водного господарства та природокористування, 33000, м. Рівне, вул. Олекси Новака, 75, тел.: (097) 511 18 20, e-mail: lysachok96@ukr.net

ORCID: 0000-0002-5716-487X

Лисачок Алла Васильевна,

студентка 5-го курса, Национальный университет водного хозяйства и природопользования, 33000, г. Ровно, ул. Алексея Новака, 75, тел.: (097) 511 18 20, e-mail: lysachok96@ukr.net

ORCID: 0000-0002-5716-487X

STATE REGULATION OF FINANCIAL AND ECONOMIC SAFETY OF SUBJECTS OF ECONOMIC ACTIVITY

Abstract. Scientists analyzed different opinions on the concepts of “economic security”, “financial security”, “financial and economic security”, defined role of government in shaping defense entities from various threats described laws and regulations as the legal basis for state regulation, the influence of certain directions, methods and instruments of state regulation of the economy on objects of management of financial and economic security of economic entities – the parameters of their financial and economic effect The recommendations for improving the efficiency of state regulation of financial and economic security of economic entities have been developed.

Keywords: economic security, financial security, financial and economic security, methods of direct state regulation, methods of indirect state regulation.

ДЕРЖАВНЕ РЕГУЛЮВАННЯ ФІНАНСОВО-ЕКОНОМІЧНОЇ БЕЗПЕКИ СУБ'ЄКТІВ ГОСПОДАРЮВАННЯ

Анотація. Проаналізовано думки різних вчених щодо понять “економічна безпека”, “фінансова безпека”, “фінансово-економічна безпека”, визначено роль державних органів у формуванні захисту суб'єктів господарювання від різних загроз, схарактеризовано законодавчі та нормативно-правові акти як правової основи державного регулювання, розглянуто як впливають окремі напрями, методи та інструменти державного регулювання економіки на об'єкти управління фінансово-економічною безпекою суб'єктів господарювання – параметри їх фінансово-економічної діяльності, розроблені рекомендації щодо підвищення ефективності державного регулювання фінансово-економічної безпеки суб'єктів господарювання.

Ключові слова: економічна безпека, фінансова безпека, фінансово-економічна безпека, методи прямого державного регулювання, методи непрямого державного регулювання.

ГОСУДАРСТВЕННОЕ РЕГУЛИРОВАНИЕ ФИНАНСОВО-ЭКОНОМИЧЕСКОЙ БЕЗОПАСНОСТИ СУБЪЕКТОВ ХОЗЯЙСТВОВАНИЯ

Аннотация. Проанализированы мнения различных ученых относительно понятий “экономическая безопасность”, “финансовая безопасность”, “финансово-экономическая безопасность”, определена роль государственных органов в формировании защиты субъектов хозяйствования от различных угроз, охарактеризованы законодательные и нормативно-правовые акты как правовой основы государственного регулирования, рассмотрено как влияют отдельные направления, методы и инструменты государственного регулирования экономики на объекты управления финансово-экономической

безопасностью субъектов хозяйствования — параметры их финансово-экономической деятельности, разработаны рекомендации по повышению эффективности государственного регулирования финансово-экономической безопасности субъектов хозяйствования.

Ключевые слова: экономическая безопасность, финансовая безопасность, финансово-экономическая безопасность, методы прямого государственного регулирования, методы косвенного государственного регулирования.

Statement of a problem. In modern market conditions the entity, organization or the organization play an important role in creation of positive social and economic development of the country. In particular, ensuring financial and economic safety allows these subjects of managing not only to survive in present crisis realities, but also to receive and maximize profits both on internal, and in the foreign markets. Level of financial and economic safety depends first of all on process performance of management at the entity, the threats and risks designed to avoid. But in realities it is difficult for management to control the level of financial and economic safety alone therefore the state directly helps with it.

Analysis of the last researches and publications. Financial and economic safety one of the major subjects which finds the reflection in works of domestic scientists: A. Baranetskaya, A. Baranovsky, A. Bondarenko, Yu. Vasinina, V. Vasyurenko, L. Gerasimenko, S. Dzyubik, T. Zhelyuk Ya. Zvolnyak, V. Karkovsky, A. Korystin, V. Martyniuk, A. Marchenko, A. Melnik, I. Moiseenko, S. Onishko, A. Orlik, N. Podolchak, T. Popovic, T. Posnova, A. Rivak, N. Sinyugin, G. Starostenko, V. Su-

khetsky, V. Fedosova, S. Yury and many other scientists.

Article purpose — to disclose essence of such concepts as “economic safety”, “financial safety”, and “financial and economic safety”; to research a role of state bodies in forming of protection of subjects of managing against various threats; to characterize the main directions of influence of the state on financial and economic safety of the entities; to consider methods of state regulation of economic activity and the legal basis of state regulation; to determine influence of the separate directions, methods and instruments of state regulation of economy on objects of management of financial and economic safety of subjects of managing; to develop recommendations about increase in efficiency of state regulation of financial and economic safety of subjects of managing.

Statement of the main material. The state performs direct influence on the level of financial and economic safety of the entities, organizations, the organizations creating at the same time organizational, economic and legal conditions of their activities, their institutional environment. The value of the state consists in creation of the corresponding conditions for ensuring fi-

nancial and economic safety of subjects of managing. For the best understanding of the matter it is reasonable to give a definition the concept “economic safety”, “financial safety”, and “financial and economic safety”. In economic literature there is no single determination of the concept “economic safety”.

According to S. Dzyubik and A. Rivak the economic safety of the state is such state of the economy and institutes of the power in case of which the guaranteed protection of national interests, harmonious, socially oriented development of the country in general, sufficient economic and defensive potential even is provided in case of the most adverse options of development of internal and external processes [1].

However A. Korystin considers that the economic safety should be treated as providing a capability to survival of the country in case of natural and ecological disasters or in the conditions of national and world economic catastrophic crashes [2].

G. Starostenko, S. Onishko and T. Posnov are claimed that the economic safety is a difficult multiple-factor dynamic system, is expressed in its scales, structure and technological level at which she is capable to create material and financial resources which are sufficient, on – the first, for protection of interests in internal political, international, information, ecological spheres, in the sphere of human health, protection against terrorism, corruption, etc., and secondly, for ensuring level and quality of life of the population, guarantees a possibility of support I sotsiat a leg of the world and public stability and also creates conditions for economic growth [3].

Agree with most of researchers, the economic safety promotes creation by the reliable and provided all necessary means of the state, security of national-state interests in the sphere of economy. One of the most important components of an economic safety is financial safety without which it is impracticable to solve any of the tasks facing the state. In this context interpretation of this concept which is rendered by S. Yury and V. Fedosov according to them financial safety is important – it is security of financial interests at all levels of the financial relations; a certain level of independence, stability and stability of a financial system of the country in the conditions of impact on it the external and internal destabilizing factors constituting threat of financial safety; a capability of a financial system of the state to provide effective functioning of a national economic system and sustained economic growth [4].

In particular, in Methodical recommendations about calculation of level of an economic safety of Ukraine to № 1277 from 29.10.2013 of river it is specified that financial safety is a condition of a financial system of the country in case of which necessary financial conditions for stable social and economic development of the country are created, its resistance to financial shocks and imbalances is provided, conditions for preserving integrity and unity of a financial system of the country are created [5].

In works the scientist V. Martynyuk notes the interpretation of financial safety as to an important component of an economic safety which owes manifestation at all levels of the financial

relations (micro-, meso-, macro-, mega-ekonomichny level) and it is directed to protection of the vital financial and economic interests of the personality, a household, the entity, organization, organization, an industry of an economic complex, subsystems of national economy, the region, state, an economic system at the level of the world economy through a research of sources of origin a cart of their dangers and potential hazards, and acceptances of necessary target actions for neutralization of the destabilizing factors and minimization/elimination of endogenous and exogenous threats for the purpose of achievement of financial independence, stability, ensuring the balanced development of the fiscal sphere, bank and non-bank financial sectors, effective implementation of customs affairs, implementations of the proved monetary, anti-inflation and monetarist policies, implementation of the weighed debt policy, improvement of the investment climate, Strengthening of financial potential of real production sector, subjects of managing, households [6].

We will note that the concept of financial and economic safety of the entity entered scientific turnover, obviously emphasizes interdependence of economic and financial activities of the entity. Financial and economic safety is considered as a financial and economic provision which promotes ensuring security of its financial and economic interests from negative factors of the internal and external environment and creation of necessary financial and economic conditions for continuous successful performance and sustainable development of the entity [7, p. 15].

According to A. Bondarenko financial and economic safety is a result of a complex of the components oriented to elimination of financial and economic threats of functioning and development of the entity and ensuring its financial stability and independence, high competitiveness of technological potential, optimality and organizational effectiveness, legal protection of activities, protection of the information environment, a trade secret, safety of personnel, the equity, property and commercial interests [8].

Podolchak and V. Karkovsky note that in financial and economic safety of the entity it is necessary to understand security of capacity of the entity in various fields of activity from negative impact of external and internal factors, direct or indirect threats and also the subject's capability to reproduction [9, p. 5]. Each of these determinations has the right to existence as each of them characterizes financial and economic safety as a certain condition of security of financial and economic interests, the capacity of the entity, a trade secret from financial and economic threats and creates proper financial and economic conditions for its reproduction.

In modern conditions of development of economy normal functioning of entrepreneurial structures is influenced by many factors, in particular, inflation, unemployment, instability of the national currency rate, violation of balance between the aggregate demand and the aggregate supply, war in the east, annexation of the Crimea and other factors. In these conditions there is a need for activization of a role of the state for ensuring financial and economic safety of an entrepreneur-

ship. The leading role of state bodies in forming of protection of subjects of managing against various threats of their financial and economic safety consists in the following (table 1).

The main directions of influence of the state on financial and economic safety of the entities is regulation [7, p. 51]:

- forming of information support of management of financial and economic safety of the entity (approval of national accounting standards and financial reporting of the entity);
- currency circulation and forms of calculations;

- credit operations;
- currency control;
- regulation of investment transactions;
- insurance;
- insolvency proceedings and liquidations of the entity, order and forms of sanitation;
- protection of a trade secret and intellectual property items;
- forms and methods of competitive struggle.

It should be noted that for the purpose of state regulation of economic activity of organizations, the entities, the organizations the following methods (figure 1) use.

Table 1

Role of state bodies in forming of protection of subjects of managing against various threats¹

Name of safety	Essence	Directions
Property safety	Forming of legal security of an entrepreneurship	Protection of the property rights, legal regulation of the economic relations
Market safety	Prevention of formation of monopolies and monopoly abuse	Fight against an unfair competition, control of the prices
Financial safety	Security of stability of national monetary unit, effective functioning of the financial markets: credit, share, insurance and others; prevention of speculation in the security market	Protection of the rights of investors, regulations of insolvency proceedings, recovery of solvency and sanitation, state financial support of an entrepreneurship and so forth
Intellectual and information security	Standard legal regulation of protection of intellectual property and protection of a trade secret	Protection of an author's right and patent law, industrial, trademarks of trade names and commercial designations
Safety of foreign economic activity	State support of export, protection of a national producer against a foreign competition, prevention of an exchange rate fluctuation	Ensuring product competitiveness, ensuring settlement of debt obligations with foreign partners
Personnel safety	Ensuring stable functioning of the entity irrespective of human subjective or objective factors	Quality control of educational services, in particular in the higher education, standard legal support of a labor activity

Source: it is constituted by the author on the basis of sources [7; 10–13]

Straight lines (administrative)	Indirect (economic)
<ul style="list-style-type: none"> •Public target financing; •Establishment of standard quality requirements and certification of technologies and products; •Establishment of quotas for production, import and export of products; •Conducting state examination and establishment of state standards; •Determination of strategic objectives of development of economy and so forth. 	<ul style="list-style-type: none"> •Installation of system of taxes, privileges in the taxation, differentiations of taxes; •Provision of privileges in crediting; •Regulation of the currency rate of national monetary unit; •Customs regulation of export and import; •Establishments of the currency rates and terms of the exchange of currencies and so forth.

Fig. 1. Methods of state regulation of economic activity²

² Source: it is constituted by the author on the basis of a source [14]

With below-stated the drawing we can see that methods of direct regulation use for the purpose of direct intervention of the state in economic processes and economic activity of subjects. Such impact provides implementation of actions using instruments of administrative regulation and use of the budget regarding the state assignments. At the same time methods of indirect regulation use for the purpose of forming of a favorable economic environment, forces subjects of market economy to work in the direction, necessary for the state. Besides there is a mediated regulation – it is impact of the state on economic interests tools of financial and budget, monetary,

price, investment and other policy [14, p. 214].

The legal basis of state regulation of financial and economic activities of subjects of managing it is performed based on legislative and financial legal acts among which:

- Constitution of Ukraine;
- Codes of Ukraine (Civil, Criminal, Economic)
- Laws of Ukraine (“About investing activities”, “About foreign economic activity”, “About financial services and state regulation of the markets of financial services”, “About information”, etc.);
- methodical recommendations (“Prevention and anti-corrup-

tion in state bodies and local government bodies”);

- Resolutions (NBU, Verkhovna Rada of Ukraine, Cabinet council of Ukraine);
- Presidential decrees.

The Constitution of Ukraine — governs the relations in the sphere of managing, in particular, according to art. 18 foreign policy activities of Ukraine are aimed at providing its national interests and safety by maintenance of peaceful and mutually beneficial cooperation with members of the international community on the basis of the conventional principles and rules of international law. It is also worth noting that in art. 42 of this Law it is specified that everyone has the right to the business activity which isn't forbidden by the law. The state provides protection of the competition in business activity. Monopoly abuses in the market, illegal restriction of the competition and an unfair competition aren't allowed. Types and limits of monopoly are determined by the law [15].

The Civil code of Ukraine (further — CKU) governs the personal non-property and property relations (the civil relations) based on legal equality, free declaration of will, property independence of their participants. In art. 53 of the Law it is specified that the right to implementation of the business activity which isn't forbidden by the law has physical person with full civil legal capacity. In art. 276 of CKU it is specified that public authority, authority of the Autonomous Republic of Crimea, local government body, physical person or the legal entity, decisions, actions or divergence of which violated the personal non-property right of physical

person, are obliged to make necessary actions for its immediate renewal [16].

According to the Criminal code of Ukraine legal support of protection of the rights and freedoms of the person and citizen, property, public order and public safety, the environment, the constitutional system of Ukraine from criminal encroachments, providing the world and safety of mankind and also prevention of crimes is performed. In art. 200 it is specified that forgery on the translation, payment cards or other access facilities to bank accounts, electronic money, acquisition, storage, transportation, shipment with a sales objective of forgery documents on the translation, payment cards or their use or sale and also illegal release or use of electronic money — is punished by a penalty from three to five thousand free minima of income of citizens [17].

In art. 1 of the Gospodarsky code of Ukraine (further — GKU) determines the basic principles of managing in Ukraine and governs the economic relations arising in the course of the organization and implementation of economic activity between subjects of managing and also between these subjects and other participants of the relations in the sphere of managing. According to art. 20 of GKU the state provides protection of the rights and legitimate interests of subjects of managing and consumers. Each subject of managing and the consumer has a right of defense of the rights and legitimate interests. In art. 329 it is specified that the state guarantees to subjects of innovative activities protection and protection of intellectual property rights, protection against an unfair competition in the sphere of innovative activities [18].

The law of Ukraine “About investing activities” is aimed at providing equal protection of the rights, interests and property of subjects of investing activities irrespective of patterns of ownership and also at effective investment of economy of Ukraine, development of the international economic cooperation and integration. In art. 19 of this Law State guarantees protection of investments irrespective of patterns of ownership and also foreign investments. Protection of investments is provided with the legislation of Ukraine and also international treaties of Ukraine [19].

Besides, according to art. 8 of the Law of Ukraine “About foreign economic activity” state regulation of foreign economic activity shall provide creation of equal opportunities for subjects of foreign economic activity to develop all types of business activity irrespective of patterns of ownership and all directions of use of income and implementation of investments [20].

According to the Law of Ukraine “About financial services and state regulation of the markets of financial services” in art. 31 it is specified that unauthorized disclosure of information with limited access, attracts responsibility according to laws, except cases when such disclosure is necessary for prevention of legalization of the money received in the criminal way or to monitoring bodies for ensuring control of observance by taxpayers of the tax and foreign exchange legislation [21].

According to the Law of Ukraine “About information” in art. 21 it is specified that information on physical person and also information, access to which is limited by physical person or

legal entity, except subjects of powers of authority, is Confidential. Confidential information can extend at will (consent) of the corresponding person in the order determined by it according to provided by it conditions and also in other cases determined by the law [22].

Influence of the separate directions, methods and instruments of state regulation of economy on objects of management of financial and economic safety of subjects of managing — parameters of their financial and economic activities is provided in fig. 2 [7, p. 53].

So, a property, plant and equipment of the regulating impact of the state on financial and economic safety of subjects of managing are:

- provision of tax benefits, state grants;
- carrying out price, monetary policy of the NBU;
- implementation of preferential crediting and legal regulation of performance of economic agreements;
- implementation of actions for protection against the external competition and prevention of bankruptcy;
- state regulation of currency circulation, forms of calculations, investing and insurance activity, security market;
- control of provision of public contracts and accomplishment of orders.

We will note that for effective state regulation of financial and economic safety of subjects of managing in Ukraine a row legislative and the financial legal acts regulating economic activity of the entity is accepted, but in modern conditions of development of economy of it it isn't enough, it is necessary: to enter monitoring of level of an economic safety and its components, in particular financial safety; to

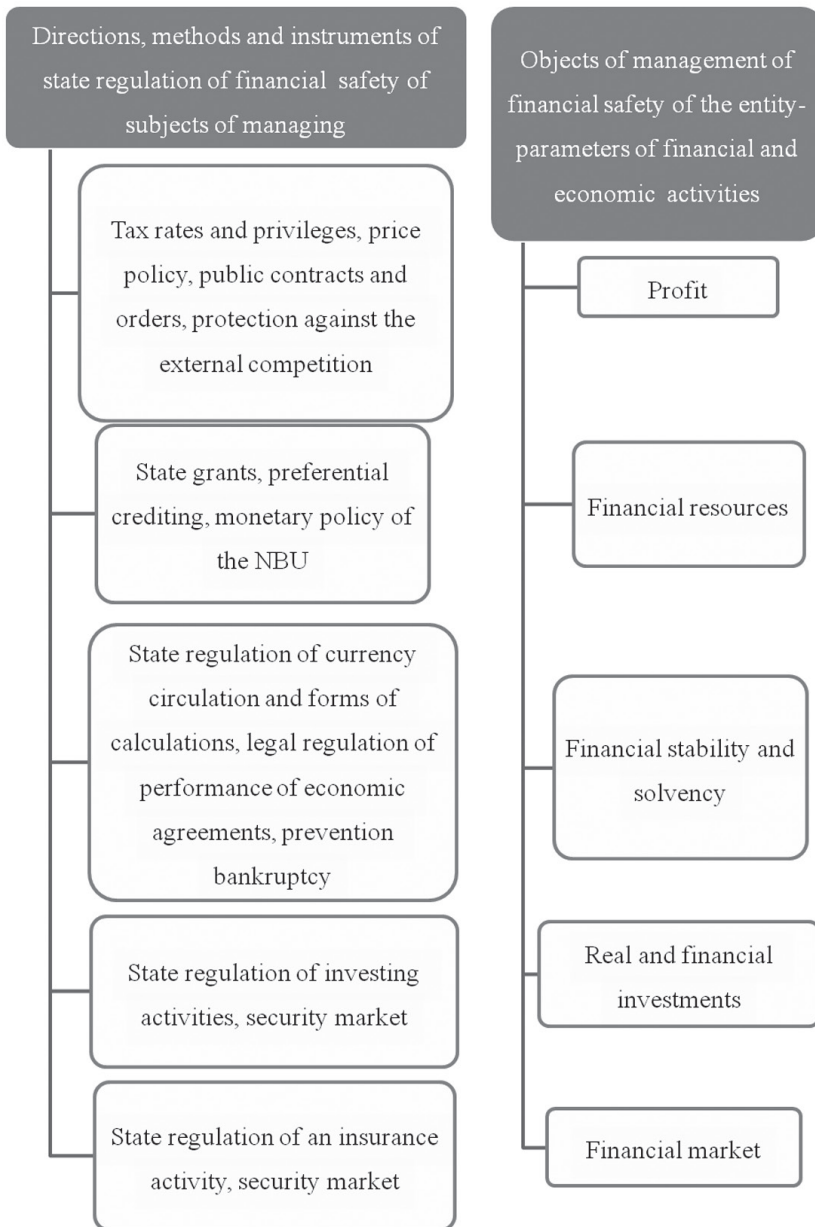


Fig. 2. State regulation of financial and economic safety of subjects of managing

promote increase in return on assets and competitiveness of the entities; implementation at the entities of all patterns of ownership of the international quality management systems; manage-

ments of institutional characteristics of safety within the legal relations with partners; document registration, property rights. In our opinion, when accounting these recommendations state

regulation of financial and economic safety of subjects of managing it will be performed more effectively.

REFERENCES

1. *Dziubik S.* (2014), *Osnovy ekonomichnoyi teoriiy* [Fundamentals of Economic Theory], Kyiv, Ukraine.
2. *Korystin O., Baranovsky O., Gerasimenko L.* (2010), *Ekonomichna bezpeka* [Economic Security], Alerta; KNT; Tsentr uchbovoyi literatury, Kyiv, Ukraine.
3. *Starostenko G., Onyshko S., Posnova T.* (2011), *Natsional'na ekonomika* [National Economy], Lira, Kyiv, Ukraine.
4. *Yury S.* (2012), *Finansy* [Finance], Kyiv, Ukraine.
5. *The Ministry of Economic Development and Trade of Ukraine* (2013), "Methodical recommendations of the Ministry of Economic Development and Trade of Ukraine "On Approval of Methodological Recommendations for Calculating the Level of Economic Security of Ukraine", available at: http://search.ligazakon.ua/l_doc2.nsf/link1/ME_131588.html (Accessed 22 October 2017).
6. *Martyniuk V., Zvolyak Y., Baranetska O.* (2016), *Finansova bezpeka*, [Financial security], Vector, Ternopol, Ukraine.
7. *Moyseenko I. P., Marchenko, O. M.* (2011), *Upravlinnya finansovo-ekonomichnoyu bezpekoyu pidpryyemstva*, [Management of financial and economic security of the enterprise], LvDUVS, Lviv, Ukraine.
8. *Bondarenko O., Suketsky V.* "Financial and economic security of the enterprise: theoretical and practical aspects", *Efektivna ekonomika*, [Online], vol. 10, available at: <http://www.economy.nayka.com.ua/?op=1&z=3580> (Accessed 4 October 2017).
9. *Podolchak N., Karkovskaya V.* (2014), *Orhanizatsiya ta upravlinnya systemoyu finansovo-ekonomichnoyi bezpeky*, [Organization and management of the system of financial and economic security], Vydavnytstvo Lviv-s'koyi politekhniki, Lviv, Ukraine.
10. *Vasyurenko V., Sinyugina N.* "Financial Security of the Foreign Economic Activity of the Enterprise", *Visnyk Kharkiv's'koho natsional'noho ekonomichnoho universytetu im. S. Kuznetsya*, vol. 12, available at: <http://repository.hneu.edu.ua/xmlui/bitstream/handle/123456789/1325/> (Accessed 4 October 2017).
11. *Materials* of the information portal "Sirius" (2011), "News of the region", available at: <http://adm.dp.ua/OBLADM/obldp.nsf/archive/3E8?opendocument> (Accessed 4 October 2017).
12. *Orlyk O.* (2015), "The mechanism of management of financial and economic security of the enterprise and its main components", *Finansovo-kredytna diyal'nist': problemy teoriiy ta praktyky*, vol. 1, p. 222–232.
13. *The official site of the Ministry of Justice of Ukraine* (2017), "News of the justice", available at: <http://minjust.gov.ua> (Accessed 5 January 2016).
14. *Melnik A., Vasina A., Zhyluk T., Popovich T.* (2011), *Natsional'na ekonomika*, [National Economy], Znannya, Kyiv, Ukraine.
15. *The Verkhovna Rada of Ukraine* (1996), "Constitution of Ukraine: adopted at the fifth session of the Verkhovna Rada of Ukraine", available at: <http://zakon2.rada.gov.ua/laws/show/254%D0%BA/96-%D0%B2%D1%80/page4> (Accessed 29 August 2017).
16. *Verkhovna Rada of Ukraine* (2003), "Civil Code of Ukraine", available at: <http://zakon2.rada.gov.ua/laws/show/435-15> (Accessed 22 August 2017).

17. *Verkhovna Rada of Ukraine* (2001), “Criminal Code of Ukraine”, available at: <http://zakon2.rada.gov.ua/laws/show/2341-14> (Accessed 22 august 2017).
 18. *Verkhovna Rada of Ukraine* (2003), “Economic Code of Ukraine”, available at: <http://zakon2.rada.gov.ua/laws/show/436-15> (Accessed 22 august 2017).
 19. *The Verkhovna Rada of Ukraine* (1991), The Law of Ukraine “On Investment Activity”, available at: <http://zakon2.rada.gov.ua/laws/show/1560-12> (Accessed 29 August 2017).
 20. *The Verkhovna Rada of Ukraine* (1991), The Law of Ukraine “On Foreign Economic Activity”, available at: <http://zakon3.rada.gov.ua/laws/show/959-12> (Accessed 29 August 2017).
 21. *The Verkhovna Rada of Ukraine* (2001), The Law of Ukraine “On Financial Services and State Regulation of Financial Services Markets”, available at: <http://zakon3.rada.gov.ua/laws/show/2664-14> (Accessed 29 August 2017).
 22. *The Verkhovna Rada of Ukraine* (1992), The Law of Ukraine “On Information”, available at: <http://zakon3.rada.gov.ua/laws/show/2657-12> (Accessed 29 August 2017).
- жі. — К. : Алерта; КНТ ; Центр учбової л-ри, 2010. — Режим доступу: http://libfree.com/101560472_ekonomikateoretichni_zasadi_ekonomichnoyi_bezpeki.html#127
3. *Старостенко Г.* Національна економіка: навч. посіб. [Електронний ресурс] / Г. Старостенко, С. Онишко, Т. Поснова. — К. : Ліра-К, 2011. — Режим доступу: http://pidruchniki.com/1344061444697/ekonomika/natsionalna_ekonomika_ekonomichna_bezpeka
 4. *Юрій С.* Фінанси: підручник [Електронний ресурс]. — 2-ге вид., переробл. і допов. / за ред. С. Юрія, В. Федосова. — К., 2012. — Режим доступу: http://pidruchniki.com/19740704/finansii/finansova_bezpeka_sutnist_mistse_sistemi_ekonomichnoyi_bezpeki
 5. *Про затвердження* Методичних рекомендацій щодо розрахунку рівня економічної безпеки України № 1277 від 29.10.2013 р. [Електронний ресурс]. — Режим доступу: http://search.ligazakon.ua/l_doc2.nsf/link1/ME_131588.html
 6. *Мартинюк В.* Фінансова безпека: навч. посіб. / В. Мартинюк, Я. Зволяк, О. Баранецька. — Тернопіль: Вектор, 2016. — 264 с.
 7. *Мойсеєнко І.* Управління фінансово-економічною безпекою підприємства: навч. посіб. / І. П. Мойсеєнко, О. М. Марченко. — Л., 2011. — 380 с.
 8. *Бондаренко О.* Фінансово-економічна безпека підприємства : теоретичний та практичний аспекти [Електронний ресурс] / О. Бондаренко, В. Сухецький // Ефективна економіка. — 2014. — № 10. — Режим доступу: <http://www.economy.nayka.com.ua/?op=1&z=3580>
 9. *Подольчак Н.* Організація та управління системою фінансово-економічної безпеки: навч. посіб. /

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

1. *Дзюбик С.* Основи економічної теорії: навч. посіб. [Електронний ресурс]. — 3-тє вид., переробл. та допов. / С. Дзюбик, О. Ривак. — К. : 2014. — Режим доступу: http://pidruchniki.com/14210923/politekonomiya/ekonomichna_bezpeka_derzhavi
2. *Користін О.* Економічна безпека: навч. посіб. [Електронний ресурс] / О. Користін, О. Барановський, Л. Герасименко та ін.; за ред. О. Джу-

- Н. Подольчак, В. Карковська. — Львів: Вид-во Львів. політехніки, 2014. — 268 с.
10. *Васюренко В.* Фінансова безпека зовнішньоекономічної діяльності підприємства [Електронний ресурс] / В. Васюренко, Н. Синюгіна // Вісн. Харків. нац. екон. ун-ту ім. С. Кузнеця. — 2012. — Режим доступу: <http://repository.hneu.edu.ua/xmlui/bitstream/handle/123456789/1325/>
 11. *Матеріали* інформаційного порталу “Сіріус” [Електронний ресурс]. — Режим доступу: <http://www.sirius.kiev.ua/index.=1806>
 12. *Орлик О.* Механізм управління фінансово-економічною безпекою підприємства та його основні складові / О. Орлик // Фінансово-кредитна діяльність: проблеми теорії та практики. — 2015. — № 1. — С. 222–232.
 13. *Офіційний сайт* Міністерства юстиції України [Електронний ресурс]. — Режим доступу: <http://minjust.gov.ua>
 14. *Мельник А.* Національна економіка: навч. посіб. / А. Мельник, А. Васіна, Т. Желюк, Т. Попович. — К., 2011. — 463 с.
 15. *Конституція* України: прийнята на п'ятій сесії Верховної Ради України 28 червня 1996 р. [Електронний ресурс]. — Режим доступу: <http://zakon2.rada.gov.ua/laws/show/254%D0%BA/96-%D0%B2%D1%80/page4>
 16. *Цивільний* кодекс України від 16.01.2003 р. № 40–44 [Електронний ресурс]. — Режим доступу: <http://zakon2.rada.gov.ua/laws/show/435-15>
 17. *Кримінальний* кодекс України: від 5 квітня 2001 р. № 2341–III [Електронний ресурс]. — Режим доступу: <http://zakon2.rada.gov.ua/laws/show/2341-14>
 18. *Господарський* кодекс України: від 16.01.2003 р. № 436–IV [Електронний ресурс]. — Режим доступу: <http://zakon2.rada.gov.ua/laws/show/436-15>
 19. *Закон* України “Про інвестиційну діяльність” від 18.09.1991 р. № 47 [Електронний ресурс]. — Режим доступу: <http://zakon2.rada.gov.ua/laws/show/1560-12>
 20. *Закон* України “Про зовнішньоекономічну діяльність” від 16.04.1991 р. № 29 [Електронний ресурс]. — Режим доступу: <http://zakon3.rada.gov.ua/laws/show/959-12>
 21. *Закон* України “Про фінансові послуги та державне регулювання ринків фінансових послуг” від 12.07.2001 р. [Електронний ресурс]. — Режим доступу: <http://zakon3.rada.gov.ua/laws/show/2664-14>
 22. *Закон* України “Про інформацію” 02.10.1992 р. [Електронний ресурс]. — Режим доступу: <http://zakon3.rada.gov.ua/laws/show/2657-12>

UDC: 35.08 (082+083)

Andreev Vasyl Nikolayevich,
postgraduate student of the Department of
Public Administration, Interregional Aca-
demy of Personnel Management, 03039, Ki-
ev, Str. Frometivska, 2, tel.: (093) 290 56 12,
e-mail: vasy_l_andreyev@ukr.net

ORCID: 0000-0002-6206-7740

Андреев Василь Миколайович,
аспірант кафедри публічного адміні-
стрування, Міжрегіональна Академія
управління персоналом, 03039 м. Київ,
вул. Фрометівська, 2, тел.: (093) 290 56
12, e-mail: vasy_l_andreyev@ukr.net

ORCID: 0000-0002-6206-7740

Андреев Василий Николаевич,
аспірант кафедры публичного админис-
трирования, Межрегиональная Академия
управления персоналом, 03039 г. Киев,
ул. Фрометовская, 2, тел.: (093) 290 56 12, e-mail: vasy_l_andreyev@ukr.net

ORCID: 0000-0002-6206-7740



THEORETICAL AND METHODOLOGICAL APPROACHES TO THE NOTION: “SELECTION OF PUBLIC SERVANTS”: BASIC DEFINITIONS

Abstracts. The article analyzes the approaches to the concept of “selection of personnel”, “selection of civil service personnel”, “selection of personnel”. The author substantiates the expediency of determining the concept of the selection of personnel of the public service. The article defines the components of the concept of the selection of public service personnel: in particular, the involvement of staff, the definition of reasonable requirements for candidates for public servants, competitive procedures (mechanisms, methods), the selection (selection) procedure, and the formation of the personnel structure of the public administration system.

Keywords: public service, service in local self-government bodies, public service, public servant, state authorities, selection of personnel, competition commissions, selection, selection of public servants, selection mechanisms.

ТЕОРЕТИКО-МЕТОДОЛОГІЧНІ ПІДХОДИ ДО ПОНЯТТЯ “СЕЛЕКЦІЯ ПУБЛІЧНИХ СЛУЖБОВЦІВ”: ОСНОВНІ ДЕФІНІЦІЇ

Анотація. У статті проаналізовано підходи до поняття “відбір кадрів”, “відбір кадрів державної служби”, “селекція кадрів”. Обґрунтовано доцільність визначення поняття саме селекції кадрів публічної служби. Визначені складові елементи системи селекції кадрів публічної служби, зокрема: залучення кадрів; визначення обґрунтованих вимог до кандидатів на посади публічних службовців, конкурсні процедури (механізми, методики); процедура селекції (відбору); формування кадрового складу системи публічного управління.

Ключові слова: державна служба, служба в органах місцевого самоврядування, публічна служба, публічний службовець, органи державної влади, відбір кадрів, конкурсні комісії, селекція, селекція публічних службовців, механізми селекції.

ТЕОРЕТИКО-МЕТОДОЛОГИЧЕСКИЕ ПОДХОДЫ К ПОНЯТИЮ: “СЕЛЕКЦИЯ ПУБЛИЧНЫХ СЛУЖАЩИХ”: ОСНОВНЫЕ ДЕФИНИЦИИ

Аннотация. В статье проанализированы подходы к понятию “отбор кадров”, “отбор кадров государственной службы”, “селекция кадров”. Автор обоснована целесообразность определения понятия именно селекции кадров публичной службы. Определены составляющие элементы системы селекции кадров публичной службы: в частности, привлечение кадров; определение обоснованных требований к кандидатам на должности публичных служащих; конкурсные процедуры (механизмы, методики); процедура селекции (отбора); формирование кадрового состава системы публичного управления.

Ключевые слова: государственная служба, служба в органах местного самоуправления, публичная служба, публичный служащий, органы государственной власти, отбор кадров, конкурсные комиссии, селекция, селекция публичных служащих, механизмы селекции.

Target setting. Problems of personnel formation are key in all spheres of society's life, in the private and public sectors. Any decision is made and implemented by a person; the result and effectiveness of such activity depends on the quality of human capital.

In the system of public administration there are important reforms, that

affect the fate of specific people and society as a whole. Therefore, the quality of human capital, that functions in the system of public administration is especially important.

Analyzing the current stages of reform, it should be noted, that they are implemented poorly, not systematically, without taking into account

previous experience of conducting modernization processes and without identifying globalization and integration challenges.

Analysis of recent research and publications. Problems of attraction, selection, and staffing in the public administration system are analyzed by ukrainian and foreign scholars, including Yu. Astakhov, G. Atamanchuk, V. Vesnin, O. Voronko, N. Honcharuk, O. Krushelnytska, V. Malinovsky, O. Obolenskiy, V. Oluiko, E. Okhotskiy, O. Parkhomenko-Kutsevil, S. Seryogin, I. Suray, O. Turchinov, F. Hmil, and the others. The mentioned authors analyze the concept of “selection of personnel”, “selection of personnel for the civil service”, consider the issues of a competent approach in the selection of personnel for the civil service, determine the basic mechanisms of selection of personnel for the civil service, the connection of personnel selection, evaluation and adaptation, determine responsibility frames at the time of entry and release and so on.

Thus, O. Turchinov [1] defines the concept of “professionalism of personnel”, “professionalism” and connection of personnel professionalism with the selection of personnel, the quality of personnel activities, etc. O. Voronko [2] considers the selection of management personnel in the system of civil service, as well as problems with the formation of the leadership of civil servants. N. Makarenko [3] analyzes the main stages of psychological selection, defines the principles and methods of personnel selection. A. Marcinkiewicz [4] developed a methodology for professionally-psychologically selecting candidates for positions of judges, de-

fining the stages of such selection, analyzed the results of such selection.

At the same time, there is no systematic research on selection of personnel in the public service system, the concept of “selection of personnel in the public service system” is not considered.

Therefore, **the main objective of the article** is a comprehensive analysis of staff selection in the public service system, the definition of the main approaches to this concept, the justification of the components of selection of public service personnel.

Presenting main material. In the study, we will consider the concept of a public servant.

The notion of the “public servant” in the current legal and regulatory framework of Ukraine is not defined.

In accordance with the Law of Ukraine “On Civil Service”, the civil servant is a citizen of Ukraine, who holds the position of a civil service in a government body, another state body, its staff (secretariat), receives wages at the expense of the state budget and implements the established for this post powers, directly related to the execution of the tasks and functions of such a public authority, and also adheres to the principles of civil service [5].

The Law of Ukraine “On the service in local self-government bodies” states, that an official of a local government – a person, who works in local self-government bodies, has the appropriate official authority in carrying out organizational and administrative and consultative and advisory functions and receives wages from the local budget [6].

Thus, the public servant is a person, who performs functions of public ad-

ministration in accordance with clearly defined official duties, observing the legislation of Ukraine, received wages from the state or local budget, is accountable to and controlled by civil society and the state.

Now we have come to the definition of the concept of “selection of public servants”. Scientists do not define the concept of “selection of public servants”, but consider the concept of “selection of personnel”, “selection of staff”, “selection of civil servants”.

Consider the concept of selection of personnel. So selection of personnel, including personnel of the civil service is:

- a system of measures, that ensure the formation of such a composition of civil servants, the quantitative and qualitative characteristics of which would correspond to the goals and objectives of the civil service. In general, the selection of personnel – is identification, comparison, the ratio of the most common requirements inherent in the position or proposed by the organization, the field of activity with the characteristics of staff, a specific person. Selection is a multi-action, in which a person participates in practically the entire period of his active professional activity [1, p. 167];

- study of the psychological and professional qualities of an employee in order to identify his suitability for the performance of duties at a certain place of work or position and the choice of the aggregate of the applicants most suitable, taking into account the suitability of his qualifications, specialty, personal qualities and abilities of the nature of activities, interests of the organization and its own [1, p. 134];

- a series of measures and actions undertaken by the enterprise or organization to identify from the list of candidates the person or persons, who are best suited for a vacancy [7];

- a system of measures and subjects of selection, that ensure the formation of such a composition of civil servants, the quantitative and qualitative characteristics of which would correspond to the goals and objectives of the civil service. It is a complex personnel technology, that ensures compliance of human qualities with the requirements of the type of activity or position in the organization. It is implemented by special procedures [8, p. 65–66];

- the process of involving candidates with certain desires, skills and abilities and other personal characteristics on vacancies in organizations, as well as the establishment of a reserve list of relevant people, who applied for employment in an organization [9];

- a system of events, that enables them to identify the most suitable candidates for their individual qualifications and specialist occupations. Professional selection involves assessing the state of health, physical development, level of education, professional abilities, individual psychological capabilities of a particular person [10, p. 22].

In addition, the selection of personnel is a specially organized research process aimed at predicting the professional suitability of a person (candidates), based on the psychological properties available to her. This is a complex study of personality, that enables to determine and identify the degree and the possibility of psycho-physiological, socio-psychological suitability of can-

didates, through scientifically sound methods, conducted both for the selection of applicants for training in certain areas and specialties, requiring special qualities of an individual specialist (preferably for work in extreme conditions) [11].

The system of selection of personnel in the public service system includes many mechanisms and stages, including: psycho-physiological selection, medical selection, educational qualification selection, socio-psychological selection.

Thus, the researchers identified the main approaches to the concept of selection of personnel, including the selection of personnel for the civil service, determining the main stages of selection by public officials. However, there are no concepts of staff selection in the public service system.

If we analyze the concept of “breeding”, then it is a science, that studies the emergence of new and improved existing varieties of cultivated plants, animal breeds and strains of microorganisms, that meet the needs of man and society [12]. Thus, selection of frames – a system of mechanisms, methods, that form innovative personnel, improve the staff composition.

In our opinion, the selection of personnel in the public service system is a personnel technology, that carries out a professional selection of specialists with the use of a range of methods, techniques and mechanisms in order to create an effective staffing capacity of the public administration system or to improve the existing staffing structure of public administration. The main mechanisms of selection should include psychological testing, tests on know-

ledge of the Constitution of Ukraine and laws of Ukraine, other normative legal acts, that are applied during the activity of the public servant, questionnaire methods, innovative selection methods (including role games, duties during programming)

The selection of public service personnel can be considered in a narrow and broad sense, in broad sense, as a personnel technology, that forms the innovative composition of the public service, in the narrow sense, as one of the technologies in the system of selection of public service personnel. In this study, we will consider in the broad sense.

A prerequisite for a successful selection of public service personnel should be: firstly, the activation of vocational guidance from the state authorities and local self-government bodies; secondly, the consideration by these authorities of the comparability of the possibilities of internal and external attraction and selection of employees; thirdly, taking into account the competence profile of the corresponding vacancies to the requirements set for the candidate; fourthly, knowledge of job requirements, that are vacant; fifthly, a deep, objective analysis of statements, all received proposals, personal cases of applicants; sixthly, the considered organization of preparation and holding of meetings of the competition commission [2, p. 45]; seventhly, the formation of an internal audit of personnel with a view to selection of the best specialists for the occupation of leading positions; eighthly, the objectivity of the passage of the selection mechanisms, the impossibility of influencing the selection of subjective factors.

In order to select persons capable of professionally performing official duties, a competition is held for the vacancy of the civil service in accordance with the Procedure for conducting a competition for the employment of civil service positions, approved by the Cabinet of Ministers of Ukraine [13].

The competition is carried out taking into account the level of professional competence, personal qualities and achievements of candidates for occupation of a vacant position.

In Ukraine, the competition is conducted in compliance with the principles:

- 1) ensuring equal access;
- 2) political impartiality;
- 3) legality;
- 4) public trust;
- 5) non-discrimination;
- 6) transparency;
- 7) integrity;
- 8) reliability and conformity of testing methods;
- 9) coherence of application the testing methods;
- 10) effective and fair selection process [4].

The current legal documents define the stages of the competition, in particular, the main stages of the contest are as follows: making a decision on the announcement of the competition; announcement of the competition; acceptance of documents from persons, who wish to take part in the competition; verification of submitted documents for compliance with the requirements of the law; testing and determining its results; solution of situational tasks and determination of their results; conducting an interview and determining its results; conduct-

ing the calculation of the results of the competition and determining the winner of the competition and the second by the results of the candidate's competition; announcement of the results of the competition.

There is a separate order for selection of personnel for positions of category "A". According to the Law of Ukraine "On Civil Service", the selection of such candidates is carried out by the Commission on issues of the senior civil service corps [4].

Taking into account the analysis made to the constituent elements of the concept of "selection of public service personnel", the following should be considered: attraction of personnel (creation of conditions for the talented specialists to be willing to go for this vacancy), determination of reasonable requirements for candidates for public servants positions, competitive procedures (mechanisms, methods), selection procedure, formation of staffing of the public administration system.

The basic principles of the selection of public service personnel should include: the objectivity of breeding procedures and mechanisms, the impartiality of commissions, transparency in the selection of employees, the complexity of selection methods, the reliability of mechanisms, the reliability of the results of selection methods, the availability of these results, the transparency of contests and selection procedures, the legality of all methods of selection.

That is, the system of selection of public service personnel should be aimed at forming an innovative type of public servant, that would meet the real needs of society and serve the people of Ukraine.

Conclusions. The article analyzes the main approaches to the concept of “selection of personnel”, “selection of the personnel of the civil service”, it is noted, that the concept of “selection of public service personnel” is not used in scientific sources.

The concept of selection of public service personnel can be considered in a broad and narrow sense. In the narrow sense – this is the very process of screening unprofessional, unsuitable candidates. Broadly speaking, selection of staff in the public service system is a personnel technology, that carries out a professional selection of specialists with the use of a range of methods, techniques and mechanisms in order to create an effective human resources potential of the public administration system or to improve the existing staffing structure of public administration. The main mechanisms of selection should include psychological testing, tests on knowledge of the Constitution of Ukraine and laws of Ukraine, other normative legal acts, that are applied during the activity of the public servant, questionnaire methods, innovative selection methods (including role games, duties during programming).

The components of the concept of “selection of public service personnel” should include the following: attraction of personnel (creation of conditions for the talented specialists to be willing to go for this vacancy), determination of reasonable requirements for candidates for public servants positions, competitive procedures (mechanisms, methods), selection procedure, formation of staffing of the public administration system.

In the future, further intelligence is supposed to consider the question of selection mechanisms of public servants, to define the main competences of public servants, to study the foreign experience of introducing selection methods into the system of public service.

REFERENCES

1. *Turchynov A. Y.* (1998), *Professyonalizatsiia i kadrovaia polityka: problemy razvytia teorii i praktyky* [Professionalization and personnel policy: development problems theory and practice], “Flinta”, Moscow, Russia.
2. *Voronko O. A.* (2000), *Kerivni kadry: derzhavna polityka ta systema upravlinnia* [Leading staff: public policy and management system], Vyd-vo UADU, Kyev, Ukraine.
3. *Makarenko N. V., Pukhov B. A., Kolchenko N. V.* (1987), *Osnovy professyonalnoho psykhyfyziolohycheskoho otbora* [Fundamentals of professional psychophysiological selection], Nauk. dumka, 1987, Kyev, Ukraine.
4. *Makarenko N. V., Martsynkevych A. M.* (2013) “Method of professional and psychological selection of candidates for positions of judges”, *Metodyka profesiino-psykholohichnoho vidboru kandydativ na posady suddiv* [Online], vol. 11, available at : http://file:///C:/Users/User/Downloads/Nzlubp_2013_11_58.pdf (Accessed 4 October 2017).
5. *The Verkhovna Rada of Ukraine* (2012), *The Law of Ukraine “On public service”*, available at: <http://zakon3.rada.gov.ua/laws/show/889-19/page> (Accessed 24 October 2017).
6. *The Verkhovna Rada of Ukraine* (2001), *The Law of Ukraine “On service in local self-government bodies”*, available at: <http://zakon3.rada.gov.ua/laws/show/280/97-%D0%B2%D1%80> (Accessed 24 October 2017).

7. *Vesnyn V. R.* (1998), *Praktycheskyi menedzhment personala : Posobie po kadrovoy rabote* [Practical personnel management: Manual for personnel work], Yuryst, Moscow, Russia.
8. *Krushelnyska O. V.* (2003), *Upravlinnia personalom*, [Personal management], Kondor, Kyev, Ukraine.
9. *Surai I. H., Parkhomenko-Kutsevil O. I.* (2011) *Vidbir kadriv na derzhavnu sluzhbu*, *Entsyklopediia derzhavnoho upravlinnia*, [Selection of personnel for public service], natsional'na akademiya derzhavnoho upravlinnya pry prezidenti Ukrainy, Kyiv, Ukraine.
10. *Lazor O. D.* (2005), *Derzhavna sluzhba v Ukraini*, [Civil service in Ukraine], Dakor ; KNT, Kyev, Ukraine.
11. *Serohin S. M., Lypovska N. A., Antonova O. V.* (2008), *Kadrovi tekhnologii yak zasib profesionalizatsii derzhavnoi sluzhby*, [Personnel technologies as a means of professionalization of civil service], DRIDU, Dnepr, Ukraine.
12. *Reference book on biology*, available at: <http://subject.com.ua/biology/shans/164.html>
13. *Cabinet of Ministers of Ukraine* (2016), "On Approval of the Procedure for conducting a competition for the employment of civil service positions", available at: <http://zakon3.rada.gov.ua/laws/show/246-2016-%D0%BF/paran10#n10> (Accessed 22 October 2017).
3. *Макаренко Н. В.* Основы профессионального психофизиологического отбора / Н. В. Макаренко, Б. А. Пухов, Н. В. Кольченко. — К. : Наук. думка, 1987. — 244 с.
4. *Марцинкевич А. М.* Методика професійно-психологічного відбору кандидатів на посади суддів [Електронний ресурс] / А. М. Марцинкевич // Наук. зап. Львів. ун-ту бізнесу та права. — 2013. — Вип. 11. — С. 223–227. — Режим доступу: http://nbuv.gov.ua/UJRN/Nzclubp_2013_11_58
5. *Закон України про державну службу* [Електронний ресурс]. — Режим доступу: <http://zakon3.rada.gov.ua/laws/show/889-19/page>
6. *Закон України про службу в органах місцевого самоврядування* [Електронний ресурс]. — Режим доступу: <http://zakon3.rada.gov.ua/laws/show/280/97-%D0%B2%D1%80>
7. *Веснин В. Р.* Практический менеджмент персонала: пособие по кадровой работе / В. Р. Веснин. — М.: Юристъ, 1998. — 496 с.
8. *Крушельницька О. В.* Управління персоналом : навч. посіб. / О. В. Крушельницька. — К. : Кондор, 2003. — 296 с.
9. *Сурай І. Г.* Відбір кадрів на державну службу / І. Г. Сурай, О. І. Пархоменко-Кутцевіл // Енциклопедія державного управління : у 8 т. / Нац. акад. держ. упр. при Президентові України ; наук.-ред. колегія : Ю. В. Ковбасюк (голова) та ін. — К. : НАДУ, 2011. — Т. 6 : Державна служба / наук.-ред. колегія : С. М. Серьогін (співголова), В. М. Сороко (співголова) та ін. — 2011. — С. 65–66.

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

1. *Турчинов А. И.* Профессионализация и кадровая политика : проблемы развития, теории и практики / А. И. Турчинов. — М. : Флинта, 1998. — 271 с.
2. *Воронько О. А.* Керівні кадри : державна політика та система управління / О. А. Воронько. — К. : Вид-во УАДУ, 2000. — 156 с.
10. *Лазор О. Д.* Державна служба в Україні : навч. посіб. / О. Д. Лазор, О. Я. Лазор. — К. : Dakor ; KNT, 2005. — 472 с.
11. *Кадрові технології як засіб професіоналізації державної служби*: навч.

- посіб. / С. М. Серьогін, Н. А. Липовська, О. В. Антонова [та ін.] ; за заг. ред. проф. С. М. Серьогін. — Д. : ДРІДУ НАДУ, 2008. — 245 с.
12. *Довідник з біології* [Електронний ресурс]. — Режим доступу : <http://subject.com.ua/biology/shans/164.html>
13. *Про затвердження Порядку проведення конкурсу на зайняття посад державної служби: постанова Кабінету Міністрів України від 25 березня 2016 р. № 246* [Електронний ресурс]. — Режим доступу: <http://zakon3.rada.gov.ua/laws/show/246-2016-%D0%BF/para10#n10>



UDC: 377.4

Borzenko Oleksandra Pavlivna,
Candidate of Pedagogical Sciences, Associate Professor, the Department of Foreign Languages, Kharkiv National Automobile and Highway University, 61002, Kharkiv, Str. Yaroslava Mudrogo, 25, tel.: (067) 165 80 21, e-mail: saphochka1@gmail.com

ORCID: 0000-0001-6182-9267

Борзенко Олександра Павлівна,
кандидат педагогічних наук, доцент кафедри іноземних мов, Харківський національний автомобільно-дорожній університет, 61002, м. Харків, вул. Ярослава Мудрого, 25, тел.: (067) 165 80 21, e-mail: saphochka1@gmail.com

ORCID: 0000-0001-6182-9267

Борзенко Александра Павловна,
кандидат педагогических наук, доцент кафедры иностранных языков, Харьковский национальный автомобильно-дорожный университет, 61002, г. Харьков, ул. Ярослава Мудрого, 25, тел.: (067) 165 80 21, e-mail: saphochka1@gmail.com

ORCID: 0000-0001-6182-9267

TENDENCY OF DISTANCE EDUCATION DEVELOPMENT IN THE SYSTEM OF INDEPENDENT EDUCATION

Abstract. The issues of distance learning in the system of continuous education have been presented in this article. The leading tendency in its development has been proved. The views of scholars on the different aspects of the distance education problem are described. It is made clear that the most researchers consider distance learning as an innovative educational product, and as the most effective means of ensuring continuing education, the content of which depends on the events occurring in society. It has been established that the generator of changes in the practice of distance education in the whole world became the United Kingdom Open University, which gave a high prestige to distance learning, and also encouraged the emergence of such universities in many, both developed industrial and developing countries. It is proved that the process of transition from industrial to informational society involves the introduction of the newest pedagogical technologies into the educational process of higher educational institu-

tions, provides opportunities for updating the content and methods of teaching, the ways of presenting educational information, the use of computer technologies with high power. The importance and necessity of purposeful realization of scientific, comparative-pedagogical analysis of foreign experience in organizing distance learning, which will stimulate the mobile introduction of world innovations into the national system of pedagogical education and increase the possibilities of its integration into the world of pedagogical space, is emphasized. It has been established that with the formation of socio-economic, scientific and personal preconditions, distance education has acquired its historical significance for a person and society, has found a corresponding embodiment in real reality, its development is closely intertwined with the development of social and economic relations.

Keywords: distance education, continuous education, Open University, computer technologies, information technologies.

ТЕНДЕНЦІЇ РОЗВИТКУ ДИСТАНЦІЙНОГО НАВЧАННЯ В СИСТЕМІ НЕПЕРЕРВНОЇ ОСВІТИ

Анотація. Розглянуто питання щодо дистанційного навчання в системі неперервної освіти, обґрунтовано та визначено провідні тенденції його розвитку. Схарактеризовано погляди науковців стосовно різних аспектів проблеми дистанційної освіти. З'ясовано, що більшість дослідників розглядають дистанційне навчання як інноваційний освітній продукт та найефективніший засіб забезпечення неперервної освіти, зміст якого залежить від подій, що відбуваються в суспільстві. Генератором змін у практиці дистанційної освіти і престижу дистанційного навчання, а також появи подібних університетів у багатьох розвинених і країнах, що розвиваються, став Відкритий університет Сполученого Королівства. Доведено, що процес переходу від індустріального до інформаційного суспільства передбачає запровадження у навчально-виховний процес вищих навчальних закладів новітніх педагогічних технологій, забезпечує можливості для оновлення змісту й методів навчання, способів подання навчальної інформації, використання комп'ютерних технологій, які мають великі потужності. Наголошується на важливості й необхідності цілеспрямованого здійснення наукового, порівняльно-педагогічного аналізу зарубіжного досвіду щодо організації дистанційного навчання, яке стимулюватиме мобільне запровадження світових інновацій у вітчизняну систему педагогічної освіти та збільшуватиме можливості її інтеграції у світовий педагогічний простір. З формуванням соціально-економічних, наукових й особистісних передумов, дистанційна освіта набула свого історичного значення для людини й суспільства, знайшла відповідне втілення в реальній дійсності, її розвиток тісно переплітається з розвитком суспільних й економічних відносин.

Ключові слова: дистанційне навчання, неперервна освіта, відкритий університет, комп'ютерні технології, інформаційні технології.

ТЕНДЕНЦИИ РАЗВИТИЯ ДИСТАНЦИОННОГО ОБУЧЕНИЯ В СИСТЕМЕ НЕПРЕРЫВНОГО ОБРАЗОВАНИЯ

Аннотация. Рассмотрены вопросы по дистанционному обучению в системе непрерывного образования, обоснованы и определены основные тенденции его развития. Охарактеризованы взгляды ученых по различным аспектам проблемы дистанционного образования. Выяснено, что большинство исследователей рассматривает дистанционное обучение как инновационный образовательный продукт и эффективное средство обеспечения непрерывного образования, содержание которого зависит от событий, происходящих в обществе. Генератором изменений в практике дистанционного образования и престижа дистанционного обучения, а также появления подобных университетов во многих развитых и странах, которые развиваются, стал Открытый университет Соединенного Королевства. Доказано, что процесс перехода от индустриального к информационному обществу предполагает введение в учебно-воспитательный процесс высших учебных заведений новейших педагогических технологий, обеспечивает возможности для обновления содержания и методов обучения, способов представления учебной информации, использование компьютерных технологий, которые имеют большие мощности. Отмечается важность и необходимость целенаправленного осуществления научного, сравнительно-педагогического анализа зарубежного опыта по организации дистанционного обучения, которое будет стимулировать мобильное введение мировых инноваций в отечественную систему педагогического образования и увеличивать возможности ее интеграции в мировое педагогическое пространство. С формированием социально-экономических, научных и личностных предпосылок дистанционное образование обозначило свое историческое значение для человека и общества, нашло соответствующее воплощение в реальной действительности, ее развитие тесно переплетается с развитием общественных и экономических отношений.

Ключевые слова: дистанционное обучение, непрерывное образование, открытый университет, компьютерные технологии, информационные технологии.

Target setting. Today, the need for continuous education is a natural phenomenon. The rapid development of technologies prompts changes. Continuous improvement is a feature of the professional life of a modern person.

Distance learning involves the use of advanced technical means. An important requirement for student learning is the organization of educational process in the system of continuous education in the information society, where the

methodological, theoretical, educational techniques are updated in educational process.

Analysis of basic research and publication. The problem development and application of distance learning technologies is wide. Studies of domestic and foreign scientists are diverse in nature, namely:

- study of general tendencies and perspectives development of distance learning in the system of continuous education. To this issue, were devoted the works of T. Andersona, V. Andrushchenko, R. Harrisona, T. Desiatova, I. Ziaziuna, V. Kremenia, M. Moore, D. Taylor, J. Hess, B. Shunevycha and others. Scientists have established that the development of distance learning is divided into periods that coincide with the beginning of industrialization, informatization, society globalization, and also consists of different generations of media;

- use of information technology in the process of distance learning. The mentioned problem was dealt with by G. Ball, V. Bykov, B. Hershunskyi, J. Grimm, O. Dovhiallo, P. Klifford, M. Jacobsen etc. The researchers studied the impact of these technologies to improve the system of distance education, they found out that information technologies are gradually replacing traditional means and methods of transmission of educational materials and provide educational services of different nature in remote areas;

- use of media, information and communication technologies in distance learning. To this issue, devoted his studies such researches as C. Woodleya, R. Hurevych, S. Kozei, C. Meredith, G. Onkovych et al., who defined mo-

dern approaches to the educational process, focusing on the teacher's use of interactive technologies and networks, treating them as interactive interaction;

- definition of the computerization influence on psychological and pedagogical aspects of distance learning technologies. The mentioned problems were dealt with by M. Zhaldak, Ye. Helytyshcheva, J. McQuaid and others. The authors note that teachers have to understand how electronic materials online are perceived and also be aware about the dangerous aspects overuse of computer programs and emergence of addiction;

- study of the consequences of the use of virtual worlds. These issues are highlighted in the written works R. Vitsilaki, M. Castells, O. Kyvliuk, N. Tapsis etc., who disclosed the virtualization features within the educational environment of informational pedagogy and emphasized that virtual learning environment contributes to greater interaction between students in study and their joint work in distance and mixed learning;

- organization of independent work of students, determination of the ways to increase the efficiency of feedback of teachers with students. To these problems, were devoted the studies of C. Dobbyn, V. Kozakov, O. Mukoviz, F. Chetwynd and others. Specialists have established that the use of computer technologies forms the ability for independent cognitive activity, independent work is considered as a method of training in the field of distance education, feedback is mainly carried out in the form of written remarks.

The analysis of scientific and pedagogical sources shows that the issue of

determining the tendencies of distance learning in continuous education system was not specifically studied by scientists.

The purpose of the paper is to clarify the main tendency of distance learning development in the system of modern continuous education.

The statement of basic materials. Education in the modern world is a social and spiritual basis of human life. The development of society directly depends on the qualitative training of specialists, the level of their knowledge. Provision and formation of a high intellectual level of a person can be facilitated by distance education, which offers wide opportunities for obtaining educational services in an unlimited geographical area.

The distance education is increasingly being implemented globally also in Ukraine. By right, it can be considered an innovative educational product. It can be considered as one of the means of implementing the principle of promoting educational services among various categories of persons who have some restrictions in full-time education.

Distant education is the education of modern society; it is the organization of education throughout life. Today, distance learning has been seen as the most effective means of providing continuous learning.

Adult education and continuing vocational education are closely linked to human life. V. Andriushchenko, I. Ziazun, V. Kremen confirm that “today the society needs a professionally mobile specialist capable of moving up the vertical steps in his field, and in parallel – from one branch to another.

The preparation of such specialist is an urgent problem of high school” [3].

The national strategy development of continuous education throughout life envisages providing support for young professionals after the completion of the institution of vocational education, improving the quality of educational services of the vocational education system, and creating and providing support to organizations providing educational services for the adult population [9, p. 71].

Consequently, every country tries to stimulate the development of its citizens and encourage them to participate in continuous education, since it is information and knowledge that is the basis of competitiveness and its economic growth.

At the present stage of development, the idea of continuous learning has become widespread throughout the world. In many countries of the world: the United Kingdom, Spain, Canada, Korea, Finland, France, Germany, Sweden, Japan, the concept of continuous education formally forms the basis of state policy in education. Similar processes take place in the countries of Eastern Europe – Poland, Hungary, Ukraine, Slovakia [5, p. 42].

Realizing that virtually every sphere of life requires knowledge and high qualification, people begin to study or return to study, having already a certain basis. Confirmation of this thesis can be found in the “Action Plan on Adult Education and Continuous Learning in Quebec”, Canada: “Globalization, competition and technology development require continuous education and training for adults in the workplace. In the modern socio-economic context,

every adult should be guaranteed regardless of their labor market situation, continuous learning support and support in their efforts to improve, as well as improve their knowledge on a general basis, so that they are aware of changes in technologies" [2, p. 15].

The idea of teaching a person throughout their life in all states and at all times remained relevant, never losing its vitality, thereby confirming the eternal desire of a man to know the world around them and at the same time change it. People who already have higher education continue to study. The scientist J. Heckman confirms that knowledge is the result of learning, and skills learned in childhood influence further learning and achievements [7, p. 1–34].

Another great German poet, play writer and thinker J. Goethe wrote: "Our predecessors could be content with the level of education they received in their youth. As for us, then we must start learning again every five years if we do not want to fall behind life".

The process of transition from industrial to information society at the end of the second half of the twentieth century envisaged introduction of the newest pedagogical technologies into educational process of higher educational institutions, provided opportunities for updating the content and methods of teaching, ways of submitting educational information.

During this time, in the educational systems of many countries in the world, the significant structural changes have happened, due to the significant influence of scientific and technological progress on the vital activity of the society.

Every worker begins to need the higher education necessary for the survival of the mankind.

A well-known Polish scientist B. Su-chodolski emphasizes that "the speed of technological change imposes the obligation on every employee to continuously update their basic training ..." [13, p. 61].

It should be noted that one of the progressive forms of education that provided a system of training and continuous support at the high qualification level of specialists was distance education, which corresponds to the principles of innovative development of the society in interests of every person.

The global tendency of transition to non-traditional forms of education can be traced also in the growth of the number of universities that are training on these technologies. The long-term goal of developing distance learning in the world is to enable every student who is studying anywhere to do a course in any educational institution. This involves moving from limited concept of physical movement of students from country to country to the concept of mobile ideas, knowledge and learning to share knowledge through the exchange of educational resources. Global distribution of communication channels ensured the fulfillment of this task [6, p. 26].

Leading domestic and foreign scientists (B. Bykov, C. Woodleya, G. Gaskell, T. Desiatov, C. Dobbyn, M. Zhal-dak, H. Kozlakova, V. Kukharenko, V. Kusherets, C. Meredith, V. Oliinyk, J. Richardson, G. Wilmot, B. Holm-berg, F. Chetwynd, B. Shunevych, etc.) have contributed to scientific works on the development of distance learning.

Investigation by researchers has identified the place of distance education as an educational technology in the context of continuous education, which appeared, on the one hand, as the response of educational systems to the objective tendencies of globalization and informatization, the growth of the dynamics of socio-economic development, and on the other hand – as a reaction to the rapid development of information and communication technologies and the possibility of their application in educational practice. Therefore, the formation and development of distance education is closely intertwined with the development of social and economic relations.

American researchers G. Wilmott, B. Holmberg have emphasized that traditional and distance education can not be opposed, because, despite the different methods used, the essence of the educational process remains unchanged [8, p. 114–122].

Distance learning is not the invention of the twentieth century. This idea has more than two hundred years history and coincides with the intensive development of mail, which allowed sending of educational materials (correspondence training).

In the process of study, it was found out that correspondence education originated in Europe earlier than in North America [12]. This means that the industrialization of society in Europe from the point of view of the theory of industrialization of teaching provisions by O. Petersa [10, p. 19–34] began earlier than in the countries of North America.

“If you are going to implement an industrialized form of education”,

O. Peters warns, “you must be prepared to live with problems that the industrialization of education brings” [10, p. 19–34].

To launch the Open University of the United Kingdom, which offered full programs for university degrees, courses and the use of innovative methods, new technical means of training, has led to changes in practice of distance education throughout the world. The Open University has given high prestige to distance learning and encouraged the emergence of similar universities in developed industrialized countries such as Canada, Germany, Japan, as well as in the developing countries.

Throughout the history of the distance education development in Europe, the spread of its scale was observed; mainly “open universities”, which constantly used new technical means. Audio recordings were used to teach the blind, as well as to teach foreign languages all classes of students. Laboratory complexes were used for teaching such subjects as electronics and radio engineering.

In the United States, distance education arose on the basis of television education. In the early 30s, the University of Iowa, Purdue University, College of Kansas began experimental television programs that became accredited only in the 1950s. The Western Reserve University was the first to conduct a series of television courses.

The rapid dissemination of educational television contributed to the satellite technology, which appeared in the 60’s years of the twentieth century. Funding in the United States and Canada at the federal level experiments such as the Appalachian Educa-

tion Satellite Project demonstrated the possibility of teaching through satellite television. The first state-of-the-art learning system Learn/Alaska was created in 1980. Twenty-four-hours it broadcasted a non-riding educational program, and a privately owned company the Texas-based TI-IN Network, now transmits various courses for high school students in the United States through the satellite.

The emergence of fiber optic communication systems in the late 80's and early 90's has made it possible to significantly expand the use of high-quality audio and video systems for two-way communication in education. Today, the communication system provides dual-channel interactive video, Internet services, as well as the basis for computer telecommunication and asynchronous Internet programs offered to distance students.

Speaking about the distance education, one should keep in mind the creation of single information and educational space for the educational process, where to introduce various electronic sources of information (network): virtual libraries, databases, consulting services, electronic schoolbooks, and cyberclasses. The main thing in the organization of distance learning is the creation of electronic courses, the development of didactic foundations of distance learning, the training of coordinators (tutors) [6, p. 30].

The possibilities of distance learning are rapidly increasing due to communication with computers. Tens of thousands networks are connected to the Internet, and millions of people around the world are using the Global Network [1].

Computer networks are the great way to deliver course materials to students who are in any part of the globe. The teacher organizes the course, selects the educational material, recommends the literature, and gives a task. Students perform tasks and participate in discussions, tests and conferences online.

It is believed that with the formation of socio-economic, educological (belonging to the development of education), scientific and personal prerequisites, distance education has acquired its historical significance for man and society and has found appropriate implementation in real life [5, p. 41].

The implementation of distance learning process in higher education, advanced training and postgraduate education, the implementation of distance learning programs is the training basis of potential specialists, the re-training of working professionals, part-time or unemployed women, ethnic minority workers, and jobless people, physically disadvantaged individuals whose qualification level is inadequate or should be improved.

Important in improving the national educational system in Ukraine is the implementation of scientific, comparative and pedagogical analysis of foreign experience in the organization of distance education that will stimulate the mobile introduction of world innovations into the domestic system of pedagogical education and increase the possibilities of integration into the world of pedagogical space. So, an important source of information for the development of distance education in Ukraine is the world experience.

Speaking about the comparative analysis, it should be noted that even

Plato used the method of comparative analysis to characterize the features of the Spartan and Athenian educational systems [4, p. 31–43]. In Renaissance and Reformation times education becomes a matter of “international” interest. There is a mutual interest of the representatives of different countries in teaching experience, needs for its comparison with the domestic one; there is an exchange of “personal educational visits”. With such visits in the middle of the seventeenth century Ya. Komenskyi traveled several European countries (England, Sweden, Lithuania, Poland), to propagandize ideas of general education, advanced methods of studying Latin, the basis of a classroom education system, etc. It was Ya. Komenskyi in the article “The Way of Light”, and then in the fundamental seven volume treatise “General advice on the correction of human cases” who has substantiated the provisions on the creativeness of international cooperation and mutual assistance in the educational sphere [11, p. 7].

Today, one of the leading providers of online courses in Europe is the British Open University, German Open University (Fern Universitat of Germany), the University of Twente (Netherlands), the Oslo Institute (NKI Nettskolen), they specialize in computer and information technologies, distant courses are not dependent on time and space in the system providing administrative, social, educational goals. They offer hundreds online distance courses. Distance learning is also developing successfully in Australia, Canada, where need is dictated by local specifics: large, low-population and inaccessible areas.

Great progress in development of distance education is made by the countries of other regions of the world. Examples of mega universities include: Chinese Teleuniversities, Indira Gandhi National Open University, South African University, Sukhothai Tamparriat Open University, and University of Anadolu.

It should be noted that the American Open University, the New Nova Southeastern University and the University of Phoenix are the leaders in distance education.

The process of informatization of society is one of the most significant global processes at present. None of the spheres of modern life was left beyond the influence of information technology. According to S. Sysoieva, the information society produces a large amount of diverse information that comes to a person from sources of different degrees of reliability, and therefore search, critical assessment, structuring, work with information is the strategic knowledge that each person must have for orientation in space of information and creating their own ideas about the surrounding world [14, p. 121–127]. In the last decade, distant education in the world has experienced rapid development and radical change.

Conclusions.

Thus, the formation of distance learning is a natural process of development of a higher education system that has developed from the early form distance learning (correspondent training) to modern (learning through information and communication technologies), which took place in parallel with the transformation of the society into information, post-industrial, with

development of continuous education. Throughout the whole life, the concept learning was shaped by the influence of environmental factors on the basis of experience gained in the development of education systems and is an example of dialectical transition to a qualitatively new stage in development of education systems – continuous education.

Conclusions. The leading tendency in the development of distance learning in the system of continuous education can be attributed to: globalization, competition and constant development of technologies; significant influence of scientific and technological progress on the vital activity of the society; innovative development of the society in the interests of every person; the transition from a limited concept of physical transfer students from country to country to concepts of mobile ideas, knowledge and learning; global distribution of communication channels; rapid development of information and communication technologies and wide possibilities of their application in educational practice; creation of a single information and educational space for the organization of educational process; development of didactic fundamentals of distance learning; special training of coordinator teachers and some others.

Perspective directions of further scientific researches of this problem are: development of modern forms, methods, technical means of distance education; definition of the essence and the study of the possibilities of using information, computer, media technologies in distance learning programs, courses; analysis and systematization of the views of scientists, analysts, and educa-

tors; comparison of domestic and foreign technologies of distance learning.

REFERENCES

1. *Ackermann E.* (1995). Learning to Use the Internet. Wilsonville, OR [in English].
2. *Action plan for adult education and continuing education and training.* (2002). Gouvernement du Quebec: Ministere de l'Education [in English].
3. *Andrushchenko V. P., Ziaziun I. A., Krement V. H.* (Ed.). (2003). Neperervna profesiina osvita: filosofiia, pedahohichni paradyhmy, prohnoz [Continuous vocational education: philosophy, pedagogical paradigms, prediction]. Kyiv: Naukova dumka [in Ukrainian].
4. *Brickman W. W.* (1966). Prehistory of comparative education to the end of the eighteenth century. *Comparative education review.* (Vol. 10), 1, 31–43 [in English].
5. *Desiatov T. M.* (2005). Tendentsii rozvytku neperervnoi osvity v kraïnakh Skhidnoi Yevropy (druha polovyna KhKh stolittia) [Trends in the Development of Continuing Education in the Countries of Eastern Europe (second half of the twentieth century)]. Kyiv: Art Ek [in Ukrainian].
6. *Dychkovskyyi S.* Dystantsiina osvita: uchora, sohodni, zavtra [Distance Education: Yesterday, Today, Tomorrow]. *Shliakh osvity – The Way of Education*, 2, 26–33 [in Ukrainian].
7. *Heckman J.* (2003). The supply side of the race between demand and supply: Policies to foster skill in the modern economic. *De Economist*, 151 (1), 1–34 [in English].
8. *Holmberg B.* (1983). Guided Didactic Conversation in Distance Education. *Distance Education: International Perspective.* D. Seward (Eds.). London UK: Groom Helm [in English].

9. *Mukan N. V.* (2010). Neperervna pedahohichna osvita vchyteliv zahalnoosvitnix shkil. Profesiine stanovlennia ta rozvytok na materialakh Velykoi Brytanii, Kanady, SSHa [Continuous pedagogical education of teachers of secondary schools. The professional formation and development based on the materials of Great Britain, Canada, USA]. Lviv: Lvivska politekhnikha [in Ukrainian].
10. *Peters O.* (1971). Theoretical aspects of correspondence instruction. The Changing World of Correspondence Study. O. Mackenzia and E. L. Christensen (Eds). University Park, Pa. and London: Pennsylvania State University [in English].
11. *Sbruieva A. A.* (1999). Porivnialna pedahohika [Comparative Pedagogy]. Sumy: Redaktsiino-vydavnychiy viddil SDPU (O) [in Ukrainian].
12. *Shunevych B. I.* (2005). Dystantsiine navchannia v systemi vyshchoi osvity Yevropy ta Pivnichnoi Ameriky [Distance Learning in the System of Higher Education in Europe and North America]. Kyiv: Kyiv. nats. un-t im. T. Shevchenka [in Ukrainian].
13. *Suchodolski B.* (1976). Lifelong Education-Some Philosophical Aspects. Foundations of Lifelong Education, 60–62 [in English].
14. *Sysoieva S. O.* (2003). Problemy dystantsiinoho navchannia: pedahohichnyi aspekt [Problems of Distance Education: Pedagogical Aspect]. Neperervna profesiina osvita: teoriia i praktyka – Continuous Professional Education: Theory and Practice, 3, 4 [in Ukrainian].
- фія / В. П. Андрущенко, І. А. Зязюн, В. Г. Кремень та ін. / за ред. В. Г. Кременя. – К. : Наук. думка, 2003. – 853 с.
2. *Десятов Т. М.* Тенденції розвитку неперервної освіти в країнах Східної Європи (друга половина ХХ століття): монографія / Т. М. Десятов. – К. : Арт Ек, 2005. – 335 с.
3. *Дичковський С.* Дистанційна освіта: учора, сьогодні, завтра / С. І. Дичковський // Шлях освіти. – 2005. – № 2. – С. 26–33.
4. *Мукан Н. В.* Неперервна педагогічна освіта вчителів загальноосвітніх шкіл. Професійне становлення та розвиток на матеріалах Великої Британії, Канади, США: монографія / Н. В. Мукан; Київ. нац. ун-т імені Т. Г. Шевченка. – Львів: Львівська політехніка, 2010. – 283 с.
5. *Сбруєва А. А.* Порівняльна педагогіка: навч. посіб. / А. А. Сбруєва. – Суми: Ред.-видав. відділ СДПУ (О), 1999. – 300 с.
6. *Сисоєва С. О.* Проблеми дистанційного навчання: педагогічний аспект / С. О. Сисоєва // Неперервна професійна освіта: теорія і практика: наук.-метод. журн. – 2003. – Вип. 3–4. – 308 с.
7. *Шуневиц Б. І.* Дистанційне навчання в системі вищої освіти Європи та Північної Америки / Б. І. Шуневиц; Київ, нац. ун-т ім. Т. Шевченка. – К. : Київ. ун-т, 2005. – 365 с.
8. *Ackermann E.* Learning to Use the Internet. Wilsonville, OR, 1995.
9. *Action plan for adult education and continuing education and training.* Gouvernement du Quebec: Ministere de l Education, 2002. – 38 p.
10. *Brickman W. W.* Prehistory of comparative education to the end of the eighteenth century / W. W. Brickman // Comparative education review. – 1966. – vol. 10. – № 1. – P. 31–43.

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

1. *Андрущенко В. П.* Неперервна професійна освіта: філософія, педагогічні парадигми, прогноз: моногра-

11. *Heckman J.* The supply side of the race between demand and supply: Policies to foster skill in the modern economic / J. Heckman // *De Economist*. — 2003. — № 151 (1). — P. 1–34.
12. *Holmberg B.* Guided Didactic Conversation in Distance Education / B. Holmberg // *Distance Education: International Perspective* / D. Seward (Eds.). — London UK. : Groom Helm, 1983. — P. 114–122.
13. *Peters O.* Theoretical aspects of correspondence instruction / O. Peters // *The Changing World of Correspondence Study* / O. Mackenzia and E. L. Christinsen (Eds.). — University Park, Pa. and London: Pennsylvania State University, 1971. — 124 p.
14. *Suchodolski B.* Lifelong Education—Some Philosophical Aspects // *Foundations of Lifelong Education*. 1976. — P. 60–62.



UDC: 351.75+378

Volyansky Petro Borysovych,

Doctor of Science in Public Administration, Associate Professor, acting Head, Institute of Public Administration in the sphere of Civil Protection, 04074, Kyiv, Str. Vyshhorodska, 21, tel: (044) 430 02 22, e-mail: iduscz.kyiv@mns.gov.ua

ORCID: 0000-0002-7992-8260

Волянський Петро Борисович,

доктор наук з державного управління, доцент, виконуючий обов'язки начальника, Інститут державного управління у сфері цивільного захисту, 04074, м. Київ, вул. Вишгородська, 21, тел.: (044) 430 02 22, e-mail: iduscz.kyiv@mns.gov.ua

ORCID: 0000-0002-7992-8260



Волянский Петр Борисович,

доктор наук по государственному управлению, доцент, исполняющий обязанности начальника, Институт государственного управления в сфере гражданской защиты, 04074, г. Киев, ул. Вышгородская, 21, тел.: (044) 430 02 22, e-mail: iduscz.kyiv@mns.gov.ua

ORCID: 0000-0002-7992-8260

Evsyukov Oleksandr Petrovych,

PhD of Psychological Sciences, associate professor, professor of the department of civil service management and training on international projects, Institute of Public Administration in the sphere of Civil Protection, 04074, Kyiv, Str. Vyshhorodska, 21, tel.: (044) 468 91 84, e-mail: iduscz.kyiv@mns.gov.ua

титул кандидата психологічних наук, доцент, професор кафедри державної служби управління та навчання за міжнародними проектами, Інститут державного управління у сфері цивільного захисту, 04074, м. Київ, вул. Вишгородська, 21, тел.: (044) 468 91 84, e-mail: iduscz.kyiv@mns.gov.ua

ORCID: 0000-0001-8586-9896

Євсюков Олександр Петрович,

кандидат психологічних наук, доцент, професор кафедри державної служби управління та навчання за міжнародними проектами, Інститут державного управління у сфері цивільного захисту, 04074, м. Київ, вул. Вишгородська, 21, тел.: (044) 468 91 84, e-mail: iduscz.kyiv@mns.gov.ua

ORCID: 0000-0001-8586-9896

Евсюков Александр Петрович,

кандидат психологических наук, доцент, профессор кафедры государственной службы управления и обучения по международным проектам, Институт государственного управления в сфере гражданской защиты, 04074, г. Киев, ул. Вышгородская, 21, тел.: (044) 468 91 84, e-mail: iduscz.kyiv@mns.gov.ua

ORCID: 0000-0001-8586-9896

Terentieva Anna Valeriivna,

*Doctor of Science in Public Administration
Full Professor, Senior Researcher, Head of the
Department of civil service, management and
training on international projects, Institute of
Public Administration in the sphere of Civil
Protection, 04074, Kyiv, Str. Vyshhorodska,
21, tel.: (044) 468 91 84, e-mail: teren_a@
ukr.net*

ORCID: 0000-0003-3881-5865

Терентьєва Анна Валеріївна,

*доктор наук з державного управління,
професор, старший науковий співробіт-
ник, завідувач кафедри державної служби
управління та навчання за міжнародними
проектами, Інститут державного управ-*

*ління у сфері цивільного захисту, 04074, м. Київ, вул. Вишгородська, 21, тел.: (044) 468
91 84, e-mail: teren_a@ukr.net*

ORCID: 0000-0003-3881-5865

Терентьева Анна Валериевна,

*доктор наук по государственному управлению, профессор, старший научный сотруд-
ник, заведующая кафедрой государственной службы управления и обучения по между-
народным проектам, Институт государственного управления в сфере гражданской
защиты, 04074, г. Киев, ул. Вышгородская, 21, тел.: (044) 468 91 84, e-mail: teren_a@
ukr.net*

ORCID: 0000-0003-3881-5865



WAYS OF IMPROVING THE EFFICIENCY OF THE STAFF OF THE AUTHORITIES OF THE STATE EMERGENCY SERVICE OF UKRAINE

Abstract. In this article, the ways of increasing the effectiveness of the personnel of the State Emergency Service of Ukraine are being explored. It is noted that despite the complex of measures on the reform of the civil service, the efficiency of public administration has recently been insufficient, and the level of public confidence in public authorities and civil service in general is decreasing. One of the most important reasons for such a phenomenon is the proper level of professionalism of persons authorized to perform tasks and functions of the state.

According to the results of the analysis, it is determined that one of the most important features of the professional activity of civil servants in the sphere of civil protection is its focus on the preparation, adoption and implementation of management decisions, which is especially relevant in the event of emergencies, as

failures during the liquidation of the emergencies are usually generated the lack of sufficient experience and necessary knowledge from the managers of all relevant parts of the management can lead to significant human losses.

The necessity of developing special approaches and methods for determining such qualitative characteristics of applicants for leadership positions, which would enable to really assess the ability of the future leader to adequately analyze problems and alternative planning strategies, creatively solve issues in perspective, to quickly manage the actions of subordinates under the emergencies, set a goal, tasks and achieve them.

Keywords: management, efficiency, emergency, civil servant.

ШЛЯХИ ПІДВИЩЕННЯ ЕФЕКТИВНОСТІ ПЕРСОНАЛУ ОРГАНІВ УПРАВЛІННЯ ДЕРЖАВНОЇ СЛУЖБИ УКРАЇНИ З НАДЗВИЧАЙНИХ СИТУАЦІЙ

Анотація. У статті досліджуються шляхи підвищення ефективності персоналу органів управління Державної служби України з надзвичайних ситуацій. Зазначається, що незважаючи на комплекс заходів з питань реформування державної служби, ефективність державного управління останнім часом є недостатньою, знижується рівень довіри громадян до державних органів влади та державної служби в цілому. Однією з найвагоміших причин такого явища є неналежний рівень професіоналізму осіб, уповноважених виконувати завдання і функції держави.

За результатами аналізу визначено, що однією з надважливіших особливостей професійної діяльності державних службовців у сфері цивільного захисту є її спрямованість на підготовку, прийняття та реалізацію управлінських рішень, що є особливо актуальним в умовах виникнення надзвичайних ситуацій, оскільки прорахунки під час їх ліквідації зазвичай відбуваються через відсутність достатнього досвіду і необхідних знань у керівників відповідних ланок управління, що може спричинити значні людські втрати.

Доведена необхідність у розробленні спеціальних підходів і методів визначення таких якісних характеристик претендентів на керівні посади, які б давали можливість реально оцінювати вміння майбутнього керівника адекватно аналізувати проблеми й альтернативні стратегії планування, творчо вирішувати питання на перспективу, оперативно управляти діями підлеглих під час надзвичайних ситуацій, ставити перед собою мету, завдання та їх досягати.

Ключові слова: управління, ефективність, надзвичайна ситуація, державний службовець.

ПУТИ ПОВЫШЕНИЯ ЭФФЕКТИВНОСТИ ПЕРСОНАЛА ОРГАНОВ УПРАВЛЕНИЯ ГОСУДАРСТВЕННОЙ СЛУЖБЫ УКРАИНЫ ПО ЧРЕЗВЫЧАЙНЫМ СИТУАЦИЯМ

Аннотация. В статье исследуются пути повышения эффективности персонала органов управления Государственной службы Украины по чрезвычайным ситуациям. Отмечается, что несмотря на комплекс мер по реформирова-

нию государственной службы, эффективность государственного управления в последнее время недостаточна, снижается уровень доверия граждан к государственным органам власти и государственной службе в целом. Одной из важных причин такого явления является несоответствующий уровень профессионализма лиц, уполномоченных выполнять задачи и функции государства.

По результатам анализа установлено, что одной из сверхважных особенностей профессиональной деятельности государственных служащих в сфере гражданской защиты является ее направленность на подготовку, принятие и реализацию управленческих решений, что особенно актуально в условиях возникновения чрезвычайных ситуаций, поскольку просчеты при их ликвидации, как правило, возникают из-за отсутствия достаточного опыта и необходимых знаний у руководителей соответствующих звеньев управления, что может привести к значительным человеческим жертвам.

Доказана необходимость разработки специальных подходов и методов определения таких качественных характеристик претендентов на руководящие должности, которые дадут возможность реально оценить умение будущего руководителя адекватно анализировать проблемы и альтернативные стратегии планирования, творчески решать вопросы на перспективу, оперативно управлять действиями подчиненных при чрезвычайных ситуациях, ставить перед собой цель, задачи и достигать их.

Ключевые слова: управление, эффективность, чрезвычайная ситуация, государственный служащий.

Statement of the problem. Today the problem of the efficiency of public administration in Ukraine becomes particularly relevant since the welfare of an individual or society in whole depends on the efficiency of the state apparatus operation. Increasing the efficiency of public authorities and the quality of their implementation of state tasks and functions is a prerequisite for European integration and sustainable society development. These imperatives are declared in the draft Concept of the State Target Program for the Reform of Public Administration and Public Service for the period 2011–2015 and the Strategy of the State Personnel Policy for 2011–2020.

Unfortunately, despite the range of reform measures in public service the efficiency of public administration has recently been insufficient, and the level of citizens' confidence in public authorities and public service in general is decreasing. One of the most important reasons for that is the lack of professionalism of the authorities in performing state tasks and functions. An analysis of the operation of the state system for ensuring technological and natural safety in Ukraine shows that the contemporary principles of civilians' protection as well as territories are being implemented at an extremely slow pace.

One of the main reasons for the low safety level of population, territories,

social, man-made and natural objects in Ukraine is the weakness of state policy aimed at strengthening preventive activities in the sphere of technological and natural safety. There are significant disadvantages in the arranging emergency response, in the adoption of timely and adequate decisions which are consistent with operational context, as well as in conducting search and rescue and other urgent works in emergency which in most cases indicates the lack of sufficient practical experience and relevant knowledge of the leaders at all levels of administration in Civil Protection. Implementation of European standards of life safety as one of the requirements of Euro-Atlantic integration of Ukraine is possible under the conditions of radical conceptual and methodological innovations and institutional transformations.

In accordance with the Strategy of National Security of Ukraine, approved by the Decree of the President of Ukraine dated 05/26/2015 № 287/2015, one of the topical threats to the national security of Ukraine was the poor state of a unified state system and civil protection forces, and environmental monitoring system.

In addition, the Strategy defines one of the main areas of the state policy of Ukraine national security: building an effective security and defense sector through its professionalization, raising the professional competence of the personnel, its effective motivation to carry out the tasks properly, the most expedient reduction of the service units of the bodies in this sector.

According to the decision of the National Security and Defense Council of Ukraine dated February 18, 2015

“On additional measures to strengthen the national security of Ukraine”, enacted by the Decree of the President of Ukraine dated March 12, 2015 № 139/2015 “On the decision of the National Security and Defense Council of Ukraine dated February 18, 2015 “On the additional measures to strengthen the national security of Ukraine”, the State Emergency Service of Ukraine (SES of Ukraine) is required to increase immediately the training, retraining and advanced training of the private and command personnel of Civil Protection, managers, executive authorities, local governments, enterprises, and institutions training managerial staff and professionals involved in civil protection measures arrangement and implementation.

One of the most important features of the professional activity of public servants in civil protection is its focus on the preparation, adoption and implementation of managerial decisions which is especially relevant in the event of emergency since faults in the liquidation of the emergencies are usually generated by the lack of sufficient experience and necessary knowledge of the heads of all relevant management units.

Human factor, managers' professionalism and competence, efficiency of the work of territorial administrations are leading causes of man-made accidents and disasters according to the results of the analysis and assessment of implementing the measures on emergency elimination.

Today's realities initiate new requirements to the quality of education, universality of public servants training in particular, their managerial culture improvement and adaptation to social

conditions, learner-centered education, its informatization, and the crucial importance of education in ensuring the development of the public service itself [1].

Analysis of recent studies and publications. Professionalism in public service as a direct determinant of the efficiency of public administration is both complex and multifaceted which is being examined by many Ukrainian scholars and researchers (N. Goncharuk, N. Nyzhnyk, I. Nuniuk, S. Dubenko, V. Oluiko, A. Rachynskyi, I. Rozputenko and others). Issues of the effectiveness of public authorities were investigated by N. Aliushyna, N. Goncharuk, O. Dzoban, V. Dziunziuk, L. Kotyk, V. Soroko and others. The current state and prospects of modernization of the Civil Protection System were studied by S. Andreiev, V. Andronov, V. Kovalchuk, V. Kostenko, V. Mykhailov, A. Liubinskyi, A. Trush. The problems of theoretical and methodological principles of the application of the educational information environment in higher institutions were studied by V. Bykov, M. Kozyar. Issues on modernization of higher public administration institutions with specific learning conditions were analyzed by A. Romin. The question of reforming the training system of civil protection specialists was studied by S. Dombrovska and V. Sadkovyi.

The purpose of this article is the attempt to attract the scientists' and practitioners' attention to the above-mentioned problem, as well as to intensify the exchange of views on the issues of increasing the efficiency of the governing bodies of SES of Ukraine.

Statement of the main material. Ensuring high standards of quality of

life is directly related to the quality of services provided by the government to Ukrainian citizens. The very gap between the modern requirements of society and the activity of the state apparatus is a risk of losing public trust in the government. Therefore, solving the issue of reforming the public service with simultaneous introduction of new approaches, standards and procedures, effective mechanisms for improving the quality of work of public authorities by using effective forms and methods to meet the needs of consumers is of great priority nowadays [2].

Efficiency is a managerial concept that correlates results of the activity with set goals. There are several types of efficiency. Functional (results-based) efficiency is calculated as the ratio of results to goals. Economic (cost effectiveness) efficiency evaluates results from the point of view of resources optimality and is the ratio of results to cost. Public administration also distinguishes social (needs) efficiency which is complex and reveals the results of the operation of the public administration system in relation to the basic needs of society. According to one of the definitions, effectiveness of public administration is the achievement of a certain social goal as a result of the work of authority, its structural unit or individual manager with the maximum possible social labor savings [3]. That is an integrated indicator of the specific social effectiveness of the government body, as well as its official, separate managerial decisions and actions that integrates all of the above-mentioned types of efficiency and is a systemic concept [4].

When assessing the effectiveness and efficiency of public administration,

it is necessary to compare practically implemented goals with objectives determined by society; realized goals with obtained results; results with social needs; public expenditures with results of public administration; public administration capacities with the degree of their application [5]. Therefore, for the fair assessment of the state authority's effectiveness it is necessary to determine the costs and results, management objectives and social needs. However, if the calculation of expenditures on public administration does not cause any challenges then it is very difficult to determine the result of administration and to assess the effect of it. Social efficiency is difficult to quantify. There are no methods for defining social returns on public administration as well as a single system for its effectiveness evaluation. In our view, it is appropriate to use new approaches to assess social effects, the concept of total economic value in particular, and in order to assess the effectiveness of the public administration system, a system approach should be used taking into account synergism and emergentism as inherent phenomena.

In order to modernize public administration effectively, a system reform of public administration is a need which conceptual framework is to increase the professionalism, transparency, administrative culture, legal protection of public servants and local government officials, development of their leadership potential to ensure implementation of the reforms proclaimed by the President of Ukraine [6].

Among the main problems hindering the development of leadership in public administration are the following: the

imperfection of the legislative framework which does not take into account the best domestic and international experience in development of human potential in the field of public administration; insufficient implementation of the best practices of management personnel in public service and in service of local self-government bodies, lack of communication space for discussion of issues and ways to solve them in this area; a discrepancy between the role and status of state authorities' personnel units and local self-government and new needs and challenges of the present time; insufficient focus of the professional training system on the development of public servants' leadership qualities and local self-government officials; lack of the professional network of public administration senior management personnel; imperfection and low level of system efficiency of training leaders in public service and service in local self-government bodies; protectionism, imperfect system of competitive selection for vacant positions.

International experience has shown [7] that one of the most effective mechanisms for improving the quality of work of state authorities based on the point of consumers' needs is to monitor the effectiveness and efficiency of the operation of public service institutions on the basis of the universal standard of quality management ISO 9001-2001, standards of official duties performance, rules of the annual evaluation and attestation of public servants, qualification characteristics of various categories of public servants, procedures for selecting and replacing positions, mechanisms for conducting official investigations.

There is a certain peculiarity in the operation of the government bodies of SES of Ukraine which can be explained by the peculiarities of the conditions that is the “normal conditions” of operation are emergency conditions which are always a drastic violation of the established order. It is impossible to say exactly whether it will happen, and if it happens when it is.

That is why the effectiveness of the emergency administration system operating in a complex and severe environment is heavily dependent on people, especially those with governing responsibilities. When organizations work in the stationary mode, the conditions change in usual pace so employees of the administration system can gradually adapt to the new conditions utilizing the accumulated knowledge and experience. The analysis of the current situation in the world and the increasing complexity of existing systems give reason to believe that the frequency and level of negative consequences of sudden emergency tend to increase. Therefore, the style of leadership, people’s readiness to take risks, their qualifications, response to unexpected changes, individual and group behaviour should be constantly analyzed and improved when organizing an administration system [8].

In the system of the SES of Ukraine training is carried out in order to meet the employment needs of central and local executive authorities, local governments, state enterprises, institutions and organizations that are subject to the laws on protection of population and territories from man-made and natural emergencies (in the field of Civil Protection) which are interested

in workers who can competently and responsibly perform the administration of man-made and natural safety of the population, territories and economic objects introducing technologies to reduce the risks of emergency and mitigate emergency elimination.

According to p. 4, p/p 48 “Regulations on the State Emergency Service of Ukraine”, education, retraining and advanced training of private and command personnel of the Civil Protection Service, public servants and employees of SES of Ukraine as well as personnel reserve [9] are carried out to develop their professional competence which is a key factor for building the modern system of public administration of emergency prevention and response in Ukraine.

The SES training system involves public servants’ professional training at the Institute of Public Administration in the sphere of Civil Protection (IPACP). One of the most important features of public servants’ and SES employees’ professional activity is its focus on the preparation, adoption and implementation of administrative decisions [10] which is especially relevant in the context of emergency.

The main components of the mechanism for assessing the professionalism of a public servant are the following: socially determined features (purposefulness, moral and ethical qualities, attitude to work, work motivation); qualifications (knowledge, skills and habits gained by training and working); individual psychological features (memory, will, feeling, perceptions, etc.); a set of integral features (type of nervous system, temperament, character, emotional and volitional sphere, abilities).

Content analysis of public servants' work has shown that an extremely wide range of diverse responsibilities and practical tasks are solved by means of technological functions. The main ones are control and analytical, organizational and administrative, and informational and communication. Each of them has its own target points, principles and certain sets of social technologies accumulated by practical experience which ensure the successful tasks implementation in various typical work situations.

According to the Art. 44 of the Law of Ukraine "On Public Service", the result of public servants' work is subjected to annual assessment in order to determine the quality of the performed tasks, as well as to decide on awarding, career planning and the need for professional training. A great deal of attention is paid to the assessment of the public servants of SES central apparatus and the heads of the territorial administrations.

Assessment of the effectiveness of public servants is a process aimed at determining the contribution of these employees in accordance with their competence to achieve goals and objectives of the state authority. As a rule, the process of evaluating effectiveness includes the following elements: setting clear work standards for each position and criteria for assessing the effectiveness in public servants' job description; establishing the effectiveness assessment procedure (frequency, methods of assessment); direct estimation of efficiency according to the selected method; discussion of the results of the assessment with the employee; making a decision on the results of assessment and its documentation.

The purpose of the assessment is to identify ways to improve the work of the apparatus and separate public servant, as well as to determine the forms and scope of encouragement of public servants to improve the quality of their activities. The assessment of civil servants' effectiveness is based on the following principles: taking into account specificity of the evaluation object (not only economic but also social efficiency assessment); identification of outcomes of public servants' activity on the basis of their official duties and state authority functions; two-way scale application for performance measurement; location criteria for assessing the effectiveness of activities; employing the labour participation rates.

The annual performance assessment of public servants' duties and tasks (hereinafter as "annual assessment") is carried out in accordance with the General Procedure for conducting annual assessment of public officials' entrusted duties and tasks approved by the order of the Main Department of Public Service, dated 31.10. 2003 № 122.

It is known that on December 10, 2015, Verkhovna Rada of Ukraine adopted the Law of Ukraine "On Public Service" № 889-VIII which entered into force on May 1, 2016. This law also provides for certain standards for public servants' performance evaluation.

The purposes of the annual assessment and performance evaluation are not fundamentally different. They are aimed at assessing the tasks performed by public servants, career planning and encouraging improvements in the quality of work. These two assessments take place annually. Both in the annual assessment and outcomes evalua-

tion the procedure is carried out by the senior manager and approved by the subject of the appointment. The only difference is that in the first case the evaluation results are approved directly in the annual assessment form, and by an order in the second. When a Standard procedure for evaluating the results of public service performance is proved by the Cabinet of Ministers of Ukraine, more detailed comparative analysis will be possible.

We agree with the researchers [11] about defining the following factors for improving the public servants' performance efficiency: planning the work of executive authorities and civil servants; control of public servants' executive discipline; public servants' labour organization; assessment of public service personnel; managing the quality of executive authorities' and public servants' work; payment of public servants.

The task of building a quality management system (QMS) in executive authorities is to create conditions that would guarantee the proper quality of services that executive authorities provide for different categories of consumers. As the quality of executive authorities' services is formed within internal QMS processes, in order to create such conditions, it is necessary to build an effective system for managing these processes, in other words QMS. Generally accepted international requirements for the QMS of any organization, the fulfillment of which must ensure that consumers receive quality services regularly, includes the State technical standard of Ukraine ISO 9001-2001.

When building the QMS, executive bodies should identify the types of ac-

tivities (processes) to perform the assigned functions and satisfy consumers; in so doing the following points should be identified and documented for each activity: who is responsible for its implementation; how it is executed (with the required level of detail); as it is consistent with other activities (which transfer or receive information from it); how it is analyzed and managed by the senior management (what information is passed to the management, how it is considered, which decisions are made). These requirements are applied to the following types of activities: the cycle of managing executive bodies (defining policy and objectives, developing strategic and operational plans for objectives achievement, monitoring and analysis of activities, decision-making and monitoring); executive bodies services provision (development of regulations, execution of orders, response to requests, etc., including the study of consumers' expectations regarding services and informing); resourcing (personnel, infrastructure, information resources).

In fact, it means that the general requirements of the Regulations of executive bodies expressed by "Promote ...", "Ensure ...", "Create conditions ..." should be transformed into specific procedures of employees' performance that can be controlled and guaranteed to consumers.

Building the QMS provides: improving the quality of executive bodies services, ensuring their regularity for consumers; inefficient expenditures reduction of budget funds, elimination of works that do not create values; increasing the transparency of public service activities for citizens and go-

vernment; simplification of executive bodies personnel work at the expense of better organization and distribution of responsibilities; improving the flexibility and manageability, the ability to focus on new priorities and objectives; reducing the number of errors, internal conflicts, consumer complaints.

It can be said that it is not about the development of a separate quality management system but about the improvement and formalization of the conventional management system of executive bodies. For the effective implementation of this project, the first head of the executive bodies personally should be in charge of and all the heads of structural units should be involved in the managing process. In the future, this system can become the tool the management body plans with and evaluates the activity of the executive bodies, ensures goals achievement, makes managerial decisions etc. [12].

The approach to the effectiveness of public administration is characterized by two main aspects. Firstly, the state of governing bodies in the system of public administration is analyzed. Secondly, all attention is directed to the results of activity, practically without taking into account the issue of effectiveness.

Both approaches emphasize the importance of a clear cost description. However, in its definition the method of estimating efficiency by measuring the level of expenditure does not take into account productivity. At the same time, it is necessary to emphasize that the ultimate goal of providing services by the authorities is not these services themselves but to what extent they are able to satisfy citizens' interests and needs.

In the studies on economics and management there are two approaches to performance assessment. The first is related to the assessment of technical efficiency, the second – economic efficiency. The indicators of technical efficiency reflect the nature of the evaluated activity: it shows that “the right things are done”. Indicators of economic efficiency characterize how the estimated activity is realized, how resources are productively used and spent, that is how “correctly these things are done”.

The analysis of theoretical and methodological approaches to the determination of the efficiency of public authorities' activity allows to distinguish the economic and social efficiency of the activity. Separation of these types of efficiency is relative since they are in close links and interconnections. Ensuring harmonious functioning in society, they are not equivalent: social efficiency is generalizing, final; economic is primary, initial.

The effectiveness of public authorities is determined not only by the size of economic benefit but first and foremost by social and political results of the authorities' performance. The performance of public authorities is one of the most important but not the only indicator of its effectiveness. Productivity characterizes the relationship between the authorities' performance outcomes expressed by amount of work executed and the cost of managerial labor. Effectiveness of government bodies in addition to its productivity is characterized by the quality of work, its complexity and timeliness. It should be noted that the effectiveness of public authorities should be considered as a social

and economic and political category which reveals the interconnection of the performance of government bodies expressed by technical and economic characteristics and social outcomes.

In the conditions of changes in the political and social environment, the problem of building the adequate system of public administration which is capable to respond effectively to the challenges of the external environment is of great importance so, consequently, criteria development for the effectiveness of public authorities and establishing the reliable system of scientifically-based assessment is the issue of the day.

Conclusions. To summarize, efficiency is a managerial concept that correlates the results of activities with the stated goals. The main criterion for assessing the effectiveness of public authorities is social efficiency which is difficult to measure and is poorly quantified. The methodology and approaches to assessing the effectiveness of public authorities are not perfect, and require further examination.

The factor of public authorities' efficiency in general, and the factor of individual efficiency in particular, is professionalism. In this regard, the effectiveness of public administration is directly related to the level of professionalism at all levels of the state hierarchy.

Thus, changes in the requirements for management personnel to administer the process of liquidation of the consequences of emergencies are determined by the new needs of the Civil Protection system as a component of the unified system of national security of Ukraine.

Further areas of research should be focused on the development of special approaches and methods for determining such qualitative characteristics of applicants for leadership positions that would enable to assess correctly the skills of the future manager to analyze problems and alternative planning strategies appropriately, creatively solve issues in the future, efficiently manage the actions of subordinates under the emergency, set goals, objectives and achieve them.

REFERENCES

1. *President of Ukraine* (2012), The Decree "On the Strategy of the State Personnel Policy for 2012–2020", available at: <http://zakon2.rada.gov.ua/laws/show/45/2012/print1423661540412772> (Accessed 20 August 2017).
2. *Bakumenko V. D.* (2000), *Formuvannia derzhavno-upravlins'kykh rishen': problemy teorii, metodolohii, praktyky* [Formation of state-management decisions: problems of theory, methodology, practice], View of the UAPA, Kyiv, Ukraine.
3. *Zagorsky V. S.* (2009) "Demokratychnе vriaduvannia v konteksti hlobal'nykh vyklykiv ta kryzovykh sytuatsij [Democratic Governance in the Context of Global Challenges and Crises]. Zbirka dopovidey na Mizhnarodnij konferentsii [Conference Proceedings of the International Conference], Mizhnarodna konferentsiya [International conference], Regional Institute of Public Administration, Lviv, Ukraine, p. 65–72.
4. *Podolchak M. G.* (2011) "Professionalism of civil servants as a condition for the effective operation of public authorities", *Korpus derzhavnoj slu-*

- zhby, [Online], available at: <http://kds.org.ua/blog/tvorcha-robota-profesionalizm-derzhavnih-sluzhbovtsiv-yak-umova-efektivnoi-diyalnosti-organiv-d>
5. *Melnik A. F., Obolensky O. Yu. and Vasina A. Yu.* (2009), *Derzhavne upravlinnia [Public administration]*, Znannia, Kyiv, Ukraine.
 6. *Suray I. G.* (2015), "Contemporary Leadership in Public Administration: Methodological Aspects of Knowledge, Skills and Skills Formation", *Visnyk NADU pry Prezydentovi Ukrainy*, vol. 1, p. 54–59.
 7. *Nelipa D. V.* (2015) "The main effect of ensuring the quality of the civil service", *Visnyk NADU pry Prezydentovi Ukrainy*, vol. 1, p. 69–75.
 8. *Guriev S. O., Volyansky P. B. and Terentieva A. V.* *Kryzovyy menedzhment ta pryntsypp upravlinnia ryzykamy v protsesi likvidatsii nadzvychajnykh sytuatsij [Crisis Management and Principles of Risk Management in the Process of Emergency Elimination]*, Kyiv, Ukraine.
 9. *President of Ukraine* (2013), The Decree "Regulation on the State Emergency of Ukraine", available at: <http://zakon2.rada.gov.ua/laws/show/20/2013/print1383114149109044> (Accessed 21 August 2017).
 10. *Terentieva A. V.* (2014), "Professionalism of civil servants in the sphere of civil protection // Investments: practice and experience", *Investytsii: praktyka ta dosvid*, vol. 20, p. 112–115.
 11. *Savchenko B. G., Bokovikova Yu. V.* (2008), "Factors for improving the efficiency of civil servants", *Teoriia ta praktyka derzhavnoho upravlinnia*, vol. 4, p. 362–369.
 12. *Dzoban O. P.* (2014), "Activity of public authorities: the problem of efficiency", *Hileia: naukovy visnyk*, vol. 84, p. 446–451.

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

1. *Указ Президента України від 01.02.2012 р. № 45/2012* "Про Стратегію державної кадрової політики на 2012–2020 роки". [Електронний ресурс]. — Режим доступу: <http://zakon2.rada.gov.ua/laws/show/45/2012/print14236615-40412772>
2. *Бакуменко В. Д.* *Формування державно-управлінських рішень: проблеми теорії, методології, практики: монографія.* — К.: Вид-во УАДУ, 2000. — 320 с.
3. *Демократичне врядування в контексті глобальних викликів та кризових ситуацій : матеріали наук.-практ. конф. за міжнар. участю (3 квіт. 2009 р., м. Львів) : у 2 ч. Ч. 1 / за наук. ред. чл.-кор. НАН України В. С. Загорського, доц. А. В. Липенцева.* — Львів : ЛРІДУ НАДУ, 2009. — 572 с.
4. *Подольчак М. Г.* *Професіоналізм державних службовців як умова ефективної діяльності органів державної влади [Електронний ресурс].* — Режим доступу: <http://kds.org.ua/blog/tvorcha-robota-profesionalizm-derzhavnih-sluzhbovtsiv-yak-umova-efektivnoi-diyalnosti-organiv-d>
5. *Державне управління: підручник / А. Ф. Мельник, О. Ю. Оболенський, А. Ю. Васіна; за ред. А. Ф. Мельник.* — К.: Знання, 2009. — 582 с.
6. *Сурай І. Г.* *Сучасне лідерство в державному управлінні: методологічні аспекти формування знань, умінь та навичок // Вісн. НАДУ при Президентові України.* — 2015. — № 1. — С. 54–59.
7. *Неліпа Д. В.* *Основні чинності забезпечення якості державної служби // Вісн. НАДУ при Президен-*

- тові України. — 2015. — № 4. — С. 69–75.
8. *Кризовий менеджмент та принципи управління ризиками у процесі ліквідації надзвичайних ситуацій* / С. О. Гур'єв, А. В. Терентьєва, П. Б. Волянський. — К., 2008. — 148 с.
 9. *Указ Президента України від 16.01.2013 р. № 20/2013 “Про Положення про Державну службу України з надзвичайних ситуацій”* [Електронний ресурс]. — Режим доступу: <http://zakon2.rada.gov.ua/laws/show/20/2013/print1383114149109044>
 10. *Терентьєва А. В.* Професіоналізм державних службовців у сфері цивільного захисту // *Інвестиції: практика та досвід.* — 2014. — № 20. — С. 112–115.
 11. *Фактори підвищення ефективності роботи державних службовців* / Б. Г. Савченко, Ю. В. Боковикова // *Теорія та практика державного управління.* — 2008. — Вип. 4. — С. 362–369.
 12. *Дзьобань О. П.* Діяльність органів державної влади: проблема ефективності / О. П. Дзьобань // *Гілея: наук. вісн.* — 2014. — Вип. 84. — С. 446–451.



UDC: 351 : 379.85 (477)

Havryliuk Alla Mykhailivna,
PhD in Public Administration, Docent, Kyiv National University of Culture and Arts, Docent the Department of International Tourism, 01133, Kyiv, Str. Yevhen Konovalets, 36, tel.: (067) 500 66 92, e-mail: etnosvit24@ukr.net
ORCID: 0000-0003-2743-0409

Гаврилюк Алла Михайлівна,
кандидат наук з державного управління, доцент, доцент кафедри міжнародного туризму, Київський національний університет культури і мистецтв, 01133, м. Київ, вул. Євгена Коновальця, 36, тел.: (067) 500 66 92, e-mail: etnosvit24@ukr.net
ORCID: 0000-0003-2743-0409

Гаврилюк Алла Михайлівна,
кандидат наук по государственному управлению, доцент, доцент кафедры международного туризма, Киевский национальный университет культуры

и искусств, 01133, г. Киев, ул. Евгения Коновальца, 36, тел.: (067) 500 66 92, e-mail: etnosvit24@ukr.net

ORCID: 0000-0003-2743-0409

ANDRUSHIV DISTRICT AS A TOURISTS DESTINATION: THE TOOLKIT OF MARKETING POSITIONING

Abstract. The article describes the existing tourist resources of Andrushiv district of Zhytomyr region. Their attraction and ethno-tourism potential are determined. It is noted that the ethnographic identity of the region is determined by the ethnic composition of the population, cultural and artistic traditions and it influences the results of the formation of the tourist attractiveness of the territory. It is proved that available attraction resources serve as a basis for the formation of a tourist destination “Andrushiv district – the land of embodiment of entrepreneurial and charitable affairs by the Tereshchenko family” as the one that is emerging. The corresponding set of marketing advantages of the tourist destination is determined: infrastructure, regional identity, informativeness, accessibility, commerciality, complexity, resourcefulness, comfort, availability of local government bodies. The conformity of the basic criteria of recognition of

tourist resources of Andrushiv district with the instruments of state regulation is established. The marketing toolkit of the state regulation of tourism development in the district is offered.

Keywords: Andrushiv district, tourist resources, attraction, tourist destination, ethno-tourism potential, marketing toolkit, patronage, Tereshchenko family.

ТУРИСТИЧНА АНДРУШІВЩИНА ЯК ДЕСТИНАЦІЯ: МАРКЕТИНГОВИЙ ІНСТРУМЕНТАРІЙ ПОЗИЦІОНУВАННЯ

Анотація. У статті схарактеризовано наявні туристичні ресурси Андрушівського району Житомирської області. Визначено їх атрактивність та етнотуристичний потенціал. Зазначено, що етнографічна самобутність регіону визначається етнічним складом населення, культурно-мистецькими традиціями і впливає на результати формування туристичної привабливості території. Доведено, що наявні атрактивні ресурси слугують базисом для формування туристичної дестинації “Андрушівщина – край втілення підприємницьких та добродійних справ родиною Терещенків” як такої, що зароджується. Визначено відповідний набір маркетингових переваг туристичної дестинації: інфраструктурність, регіональна ідентичність, інформативність, доступність, комерційність, комплексність, ресурсність, комфортність, наявність органів місцевого управління. Встановлено відповідність базових критеріїв розпізнавання туристичних ресурсів Андрушівщини інструментам державного регулювання. Запропоновано маркетинговий інструментарій державного регулювання розвитку туризму в районі.

Ключові слова: Андрушівський район, туристичні ресурси, атрактивність, туристична дестинація, етнотуристичний потенціал, маркетингові інструменти, меценатство, родина Терещенків.

ТУРИСТИЧЕСКАЯ АНДРУШОВЩИНА КАК ДЕСТИНАЦИЯ: МАРКЕТИНГОВЫЙ ИНСТРУМЕНТАРИЙ ПОЗИЦИОНИРОВАНИЯ

Аннотация. В статье охарактеризованы имеющиеся туристические ресурсы Андрушевского района Житомирской области. Определен их атрактивный и этнотуристический потенциал. Отмечено, что этнографическая самобытность региона определяется этническим составом населения, культурно-искусствоведческими традициями и влияет на результаты формирования туристической привлекательности территории. Доказано, что имеющиеся атрактивные ресурсы служат базисом для формирования туристической дестинации “Андрушовщина – край воплощения предпринимательских и благотворительных дел семьей Терещенко” как таковой, что зарождается. Определен соответствующий набор маркетинговых преимуществ туристической дестинации: инфраструктурность, региональная идентичность, информативность, доступность, коммерческая выгода, комплексность, ресурсность, комфортность, наличие органов местного управления. Установлено соответствие базовых критериев распознавания туристических ресурсов Андрушовщины инструментам государственного регулирования. Предложено

маркетинговый инструментарий государственного регулирования развития туризма в районе.

Ключевые слова: Андрушевский район, туристические ресурсы, привлекательность, туристическая дестинация, этнотуристический потенциал, маркетинговые инструменты, меценатство, семья Терещенко.

Problem statement. Travels in Ukraine are gradually turned into a trend and are one of the motivational values of the knowledge of the native country during the last years. An increase in the number of national tourists is a pretext for actualizing the development of tourism in certain regions and determining the priority of this sector by local communities. However, there are the territories having ethno-tourism resources unoccupied by the tourist attention, but there are any proper conditions for the implementation of quality tourist services.

A striking example of this situation is the Andrushivka district of the Zhytomyr region, which is associated with the objects of entrepreneurial and patronage activities of the Tereshchenko family, and the imagination of a large number of tourists appears as a tourist transit area only, rather than a tourist destination where the tourist's request is directed.

The situation is predictable and is associated with a significant number of unresolved issues. The most important among them is the lack of proper tourist infrastructure of the district, which needs an existing hotel and restaurant fund, able to provide growing tourist requests; sufficient amount of advertising and information on-line promotion of tourism information; unified signs of tourist navigation; local tourist guid-

ing specialists; the proper condition of the transport infrastructure of the district; and organizational structures with the local authorities, responsible for the development of tourism in the area, etc. In fact, we have an imbalance associated with requests for tourist preferences and the lack of effective tools for state regulation of tourism development.

Despite the sufficient list of the aforementioned issues, the local community has a key point in beginning the gradual positioning of the tourist destination '*The Andrushivska land is the land of incarnation of entrepreneurial and charitable affairs by the family of Tereshchenko*' as emerging.

In view of this, issues related to the development of scientific and practical recommendations for the development of marketing tools for state regulation of tourism development in the region for the near future with the relevance use of local ethno-tourism potential.

Analysis of recent publications on research issues. For the first time, the notion '*destination*' was used in 1979 by scientist *N. Leipier* as a need to distinguish the object / territory of the tourist's attention in the system of tourism [8, p. 65]. Since then, interest in this subject has grown annually, forming a number of scientific and methodological and practical tools for their positioning and development.

Among the significant number of scientific studies worth mentioning are those that distinguish the destination as the object of marketing management of the territory. According to *T. Tkachenko*, this is due to the fact that the destination '*is a tourist product of a specific area (object), offered for sale in the form of a complex of tangible and intangible values*'. These may include: historical monuments; architecture; folk art products (life, folklore, crafts and traditional products area industries and activities); national cuisine; clean air; nature; environment; amenities (benefits); conditions and types of accommodation, movement and food, etc. The scientist notes that tourist destination is '*a territorial taxonomic, economic and marketing commercial unit and acts as the object of management*' [8, p. 65].

It should be added that the destination is an area where motivational preferences of the tourist are satisfied (according to both *O. Lyubitseva* and *O. Tretikov*) [6]; positive impressions and emotions are formed; with clearly distinguished geographical features of the territory (area, routes and location). Taking into account the importance of functioning of the tourist destination as a tourist destination management object of *Yu. Leontieva*, a structural model of the development of regional tourist destination was developed and the management mechanism of its functioning was identified [4]. National scientists *Yu. Luzhanska*, *V. Kutkov* and others point to the role of marketing in the process of evolutionary development of tourist destination.

As we see, the theoretical foundations of the essence and peculiarities of

the development of tourist destinations can serve as the basis for its positioning in the Andrushivka district. However, there are needs to be adaptation of the existing tourist area to legal, economic and marketing conditions. Therefore, it is important for local authorities to use the current moment of entry into the tourist information space and the regional business environment with the appropriate set of theoretical developments for implementation in practice.

The purpose of the article is to develop marketing tools for promoting the ethno-tourism resources of the region and positioning the tourist destination '*The Andrushivka land is the land of implementation of entrepreneurial and charitable affairs by the family of Tereshchenko*' as emerging.

Presenting the main material of research. An important argument for positioning and entering the market of tourist destination is the awareness of the values of the territory as a promising and unique for the region and the country as a whole, which distinguish it among other similar ones. The tourist destinations have their well-defined geographical boundaries, infrastructure, services, and the local community. However, in order to obtain the appropriate status in the figurative imagination of a tourist, it is necessary to have a certain set of indicators that allow identifying the territory as a destination. The underlying basis for its functioning will be the available resource potential and the unique tourist resources that have been identified and successfully used, with a focus on the historical, cultural, ethnographic and ethnic traditions of the region.

The Andrushivka land has its 'tourist face (image)' in this context. It is formed by: a favourable geographical position on the map of Ukraine (proximity to Kyiv (177 km), to Zhytomyr (47 km), and international the Kyiv-Chop Highway); presence of preserved architectural monuments as the objects of patronage activity of the Tereshchenko family of sugar magnates of the 19th and beginning of the 20th century festival movement of the present; ethnic diversity of the district's population; ethnographic identity of the region; and unique gastronomic traditions, etc. [1].

Analysing the *Program of Economic and Social Development of Andrushivka district in 2017* (hereinafter referred to as the '**Program**'), approved by the Decision of the 14th Session of the District Council of March 10, 2017, № 5, we can conclude that in Clause 16 '*Culture and Tourism*', the following issues are covered: insufficient level of development of national (internal) tourism; low awareness of tourists about tourist routes and tourist infrastructure of the district; and insufficient attraction of investments in development of tourist infrastructure of the district.

The following main directions of activity are distinguished in the Program: conducting regional and district reviews of competitions and festivals; production of accounting documentation and memorial boards for objects of cultural heritage; and representation of the tourist potential of the region at regional tourist exhibitions. There are the Regional Program for Promoting Cultural and Artistic Development in 2015–2020; the Action Plan in 2015–2017 on the Implementation of the De-

velopment Strategy of the Zhytomyr region for the period up to 2020; and the Calendar Plan for Carrying out Artistic, and Cultural and Educational Events in 2017 [7] among the instruments of implementation.

Unfortunately, the Analysis of the Legal Framework, which guides the work of local authorities, does not distinguish tourism as a priority area of development of the district, therefore, respectively, and funds for its support and promotion are not allocated. There are declarative aspects of tourist positioning due to the popularization of Ukrainian traditional folk art and festival movement only. Among tourists of the district are single individuals and organized excursion groups who come to Andrushivka land on their own initiative. That is, the positioning and promotion of the tourist resources of the district are not carried out as a priority of the activities of the local government.

The purpose of the article is to develop marketing tools for promoting the ethno-tourism resources of the region and positioning the tourist destination '*The Andrushivka land is the land of implementation of entrepreneurial and charitable affairs by the Tereshchenko family*' as emerging.

Among the individual types of tourism that are the focus of tourists are the following: religious, pilgrimage, gastronomic, festival, cultural and cognitive. Individual tourist routes are connected with entrepreneurial and patronage activities of the Tereshchenko family.

It is important to note that under the tourist resources it is necessary to understand the natural and climatic, historical and cultural, social and eco-

conomic objects and phenomena that can cause tourist interest. Tourist resources should be attractive for the tourist, that is, attractive. They form a triangle of marketing and economic interaction between the tourist, the object and the market if they are included to the list of motivational preferences of tourist's attraction.

Under the conditions of appropriate management interaction, the basis of the tourist destination is formed by local government authorities, which is created as a result of the availability of demand, supply and consumer. A tourist destination as the central core of the development and marketing of tourist products becomes a product that has the appropriate set of benefits: infrastructure, regional identity, informativeness, accessibility, commerciality, complexity, comfort, resource

availability, and the availability of management bodies.

Monitoring of the web site activity of the Andrushivka District Council and the District State Administration, social networks allows making interim conclusions about the availability of tourist resources of the district and the attractive ability to use them for positioning the future tourist destination.

It should be recalled that positioning is a marketing provision of goods of the desired place in the market and in the minds of the consumer as a unique, competitive among others, and therefore attractive to the consumer. We will try to establish the conformity of the basic criteria for recognizing tourist resources of the Andrushivka region for the instruments/directions of state regulation of tourism development in the region.

Conformity of the basic criteria of recognition of uniqueness of emerging tourism destinations, tools/directions of state regulation of tourism in the Andrushivka district

№ of item	Universal/ Basic Recognition Criteria of tourist destination	Availability and compliance with the criteria	Types of tourism that can promote the resource	Directions/Tools of state regulation
1	2	3	4	5
1	<i>Resource (availability of a relevant list of tourist facilities, routes, etc., suitable for use)</i>	The existing tourist resources of the district allow developing separate types of tourism and positioning the land as the territory of implementation of entrepreneurial and charitable affairs of the Tereshchenko family [1]	Religious Pilgrimage Gastronomy Festival Cultural Cognitive	The Department of Culture of the State Administration released and spread tourist printed advertising products and installed outdoor advertising on the territory of the district, but it is absent outside the Andrushivka land
2	<i>Regional identity (the presence of unique, authentic, attractive tourist resources and offers)</i>	The unique technology of cooking 'krupka' in combination with an authentic rite event [1]	Festival Ethnographic Ethnic/ Nostalgic Gastro- nomic	Organizational support for the preparation of the nominating accessory for the inclusion of the technology of

1	2	3	4	5
				<p>making 'krupka' to the National List of Elements of the Intangible Cultural Heritage of Ukraine (Executor: Andrushivka District State Administration (hereinafter referred to as the 'DSA'), Andrushivka District Council (hereinafter referred to as the 'DC', Village Council of the village of Mostove)</p>
		<p>Sacred Buildings of the Andrushivka land at the end of the 18th century in the following villages: Ivankiv (Church of the Nativity of the Holy Virgin), Stara Kotelnia (Catholic Church of Anthony of Padua); early the 20th century Horodkivka (Church of the Holy Clara)</p>	<p>Religious Pilgrimage Cultural and cognitive Ethnic</p>	<p>Development of tourist routes, coverage of information on web sites, in social networks (Performers: Andrushivska District State Administration and village councils of Horodkivka, Ivankiv and Stara Kotelnia)</p>
		<p>The Towel Museum</p>	<p>Festival Ethnographic Ethnic / Nostalgic</p>	<p>Popularization of the ethnographic traditions of the region, inclusion in the tourist routes of the region</p>
		<p>All-Ukrainian festival 'Towels of my land' (It is held once every 2 years on the occasion of the Independence Day)</p>	<p>Festival Ethnographic Ethnic/ Nostalgic</p>	<p>The popularization of the ethnographic, artistic and cultural traditions of the region and marketing events (Performers: the Department of Culture of the Zhytomyr DSA, Andrushivka DC, Andrushivka, village councils of the district, creative, artistic, ethnographic collectives of the Andrushivka land)</p>

1	2	3	4	5
		All-Ukrainian Children's Festival of Children's Creativity 'DyvoGraylyky' (It is held once every 2 years on the occasion of Children's Day)	Festival Ethnographic Ethnic/ Nostalgic Children Youth Cultural and cognitive	Promotion and financial support of the event (Performers: the Department of Culture of the Zhytomyr Regional State Administration, the Andrushivka DSA, and the Andrushivka DC)
3	<i>Infrastructure (the availability of ways and means of communication, places of rest of tourists, overnight facilities, and food, etc.)</i>	Unfortunately, the tourist infrastructure in the Andrushivka district does not meet current requirements or is largely absent (except for ways and means of communication that are not in a satisfactory state)	Infrastructure level affects the development of all types of tourism	Financial support for road surface repairs of internal district traffic. Search for investment projects for the development of hotel and restaurant infrastructure (Performers: the Andrushivka DSA, the Andrushivka DC, and business structures)
4	<i>Commerce (business) (is characterized by the individual expressiveness of competitive tourist advantages in the market and the financial activity of business structures involved in the development of tourism)</i>	The commercial availability of individual tourist resources is poorly expressed, and sometimes it is absent at all	Commerce (business) affects the development of all types of tourism	Development of the Tourism Development Program in the region and marketing support for the promotion of tourist resources (Performers: the Andrushivka DSA, the Andrushivka DC, business structures, and local communities)
5	<i>Complexity (presence of objects of tourist attention and all necessary resources for the provision of integrated tourist services (hereinafter referred to as the 'ITS'))</i>	There are currently preserved objects of tourist interest in the area, but there are not any facilities of the hotel and restaurant sector in sufficient quantity	Separate types of tourism (festival, ethnographic, ethnic/nostalgic, children, youth and cultural and cognitive, etc.), having an attractive potential in the area	Development of the program of development of tourism in the area and the inclusion of the areas of implementation of measures for the preservation and popularization of objects of cultural heritage of the area and structures that provide the ITS (performers: the Andrushivka RSA, the Andrushivka DC, business structures,

1	2	3	4	5
				and local communities)
6	<i>Informativeness (availability of necessary content that meets the ITS requirements)</i>	There are not any pages in social networks that popularize tourist resources of the Andrushivska land. The rubrics on tourism were not created on the web sites of local authorities. There is not any structural subdivision responsible for the development of tourism in the local DSA	Separate types of tourism (festival, ethnographic, ethnic/nostalgic, children, youth and cultural and cognitive, etc.), having an attractive potential in the area	There is a need to create an appropriate organizational structure or to introduce a staff unit within the department of culture responsible for tourism development in the conditions of active deployment activities for the development of tourism in the district
7	<i>Comfortable (availability of the necessary number of establishments of the hotel and restaurant sector, and the proximity of their location to each other)</i>	In the presence of the necessary number of establishments of the hotel and restaurant sector, it is important to create proper conditions for staying tourists in the district	Separate types of tourism (festival, ethnographic, ethnic/nostalgic, children, youth and cultural and cognitive, etc.), having an attractive potential in the area	Development of the Tourism Development Program in the region (Performers: the Andrushivska DSA, the Andrushivska DC, and business structures)
8	<i>Attractiveness (attractiveness, which is expressed by the ratio of satisfaction of needs arising between a tourist, tourist objects and the market)</i>	Attraction of tourist resources of the Andrushivka region is not formed in a complex way. There are tourist objects that require active promotion and inclusion in marketing processes	Separate types of tourism (festival, ethnographic, ethnic/nostalgic, children, youth and cultural and cognitive, etc.), having an attractive potential in the area	Development of the Tourism Development Program in the region (Performers: the Andrushivska DSA, the Andrushivska DC, and business structures)
9	<i>Availability of tourism resource management bodies</i>	At present, the Department of Culture does not have any corresponding staffing unit responsible for the development of tourism in the organizational structure of the Andrushivska DSA	Separate types of tourism (festival, ethnographic, ethnic/nostalgic, children, youth and cultural and cognitive, etc.), having an attractive potential in the area	There is a need to create an appropriate organizational structure or to introduce a staff unit within the department of culture responsible for tourism development in the conditions of active deployment activities for the development of tourism in the district

We can see from the Table below that the basic criteria for recognizing the uniqueness of the emerging tourism destination are fragmentary only and partially meet the practical promotion of marketing tool, and therefore require a thorough revision and active government regulation in the Andrushivka district.

It should be noted that the list of tourist preferences of tourists includes cultural, artistic and festival events that take place in the area and popularize the ethnographic heritage of the local community. The ethnic composition of the district's population is multinational, however, but is expressed by Ukrainians. Among other ethnic groups: Poles, Byelorussians, Russians, Moldovans, Jews, Armenians, and Russians. In general, ethnic diversity creates the language for the multi-ethnic cultural ties and the formation of a unique *'tourist face (image)'* of the region.

Despite a significant range of unresolved issues, a step-by-step activity may begin for the creation and entry into the market of a tourist destination *'The Andrushivka land is the land of incarnation of entrepreneurial and charitable affairs by the Tereshchenko family'* potentially in the Andrushivka district. More information on this can be read by the author's link [1]. There is an available tourist resource for this, but there is a lack of managerial experience that can start the process of evolutionary development of a tourist destination, which will take place in several stages.

The first stage (let's call it **'Opening'**): Due to the attractiveness of the territory, but a small number of tourist

visits, and underdevelopment of tourist infrastructure.

The second stage (**'Growth'**): The local authorities actively advertise the territory and provide facilities for tourist infrastructure.

The third stage (**'Development'**): There is a rapid growth of tourist flows and there is a need for effective management of tourist destination by the local authorities.

The fourth stage (**'Becoming'**) provides for the creation of necessary conditions for comfortable rest of tourists and a steady hold of destination travel requests.

During the fifth stage (**'Stagnation'**), interest in the territory decreases, but the destination operates at the expense of regular tourists.

The sixth stage (**'Recession'**) demonstrates the loss of competitive positions in the territory, which stimulates the decision of the local authorities to revive the destination.

There is a search for new accents of the attractiveness of the territory and the role of the public and private partnership in tourism is growing again at the seventh stage [5, p. 177].

Taking into account the above mentioned gradual evolutionary development of tourist destinations, what should be the actions of bodies of state power and bodies of local self-government? Most importantly, the local government should take into account the strategic development of the area as a tourist attractive and competitive. The current development of tourism in Ukraine demonstrates the active interest of local communities in this type of economic activity. *T. Luzhanska* says, this is a time of *'intensive stage of the*

life cycle of destinations, the confirmation of which is the increase in the capacity of tourist flows, the volume of the tourism product sold, the increase of tourism profits and revenues to the budgets of all levels [5], based on marketing instruments of state regulation.

It is important to realize the value of the marketing concept of the development of the territory in accordance with existing tourist resources and consumer requests of tourists and the possibilities to satisfy them members of the territorial community at the regional level. Proceeding from the fact that the subjects of the marketing management of the development of the territory are state authorities and local self-government bodies, then the objects become competitive advantages, target groups of consumers, factors of the environment, the image of the region, and revenues of local enterprises, etc. (according to V. Kutkov [2]).

Conclusions and recommendations. Now, the Andrushivka district has the available ethno-tourism potential, which includes the above-mentioned objects of patronage activity of the Tereshchenko family, distinctive ethnographic traditions of the region, and cultural and artistic heritage, which in general lacks conceptual use in tourism. The main task of local authorities should be to understand the value of tourism marketing, which is realized through the primary use of the principles of marketing management of the territory. These include: systematic (stable economic development of the territory); planning (obligatory planning of marketing tasks); innovation (the ability to use innovations for the social and economic well-being of

the district); flexibility (adequacy and speed of response to current needs); complexity (involving all participants in the implementation of the regional development strategy); and partnership (long-term cooperation with potential consumers, various branches of government, business representatives, and community in order to promote tourist resources).

Among the practical tools for promoting the future tourist destination '*The Andrushivka land is the land of incarnation of entrepreneurial and charitable affairs by the Tereshchenko family*' should be tourist advertising, tourist branding, social marketing, exhibition and fair activity, sponsorship, territorial project marketing and others. The use of the proposed instrument will accelerate the entry of a new tourist destination, increase revenues to local budgets, travel activity by tourists, attraction of resources and will flow to further scientific and practical interest to the tourist Andrushivka land.

REFERENCES

1. Tkachenko T. I. (2006), *Stalyj rozvytok turyzmu: teoriia, metodolohiia, realii biznesu* [Sustainable Tourism Development: Theory, Methodology, Business Realities], Kyiv, Ukraine.
2. Liubitseva O. O. and Treťiakov O. V. (2012), "Typization of Destinations", *Heohrafiia i turyzm*, [Online], vol. XVII, available at: <http://www.geolgt.com.ua/images/stories/zbirnik/vipusk17/v171.pdf> (Accessed 24 oct. 2017).
3. Leont'ieva Yu. Yu. (2009), "Estimation of resources of the category "Attraction of regional destinations of Ukraine",

- Ekonomika i rehion, vol. 3 (22), p. 20–26.
4. *Luzhans'ka T. Yu.* (2014), "Strategies for the development of regional tourist destinations", *Nauk. visnyk Mukachiv. derzh. un. Ser. : Ekonomika*. [Online], Vol. 2, available at: http://nbuv.gov.ua/UJRN/nvmdue_2014_2_33 (Accessed 25 oct. 2017).
 5. *Kut'kov V. P.* (2012), "The essence and structure of the marketing mechanism of public administration for the development of the region", *Derzhavne budivnytstvo* [Online], Vol. 2, available at: <http://www.kbuara.kharkov.ua/e-book/db/2014-1/doc/2/12.pdf> (Accessed 26 oct. 2017).
 6. *Levyts'kij A. O.* (2016), "Portfolio strategy for managing the development of tourist destination", *Derzhava i rehion: naukovo-vyrobnychyj zhurnal. — Seriya: Derzhavne upravlinnia*, Vol. 1 (53), pp. 85–93.
 7. *Havryliuk A.* (2017), "Andrushivshchyna is another trace of patronage", *Den'*, [Online], available at: <http://m.day.kyiv.ua/uk/article/cuspilstvo/andrushivka-shche-odyn-slid-mecenatstva> (Accessed 28 oct. 2017).
 8. *Prohrama ekonomichnoho i sotsial'noho rozvytku Andrushivs'koho rajonu na 2017 rik* [Online], available at: <http://andrrada.zt.gov.ua/index.php/dokumenti/rishennia/14-sesiya-vii-sklikannya/1266-pro-programu-ekonomichnogo-i-sotsialnogo-rozvitku-andrushivskogo-rajonu-na-2017-rik> (Accessed 28 oct. 2017).
 - ков // *Географія і туризм : зб. наук. праць. — 2012. — Вип. 17* [Електронний ресурс]. — Режим доступу. — <http://www.geolgt.com.ua/images/stories/zbirnik/vipusk17/v171.pdf>
 3. *Леонт'єва Ю. Ю.* Оцінка ресурсів категорії "Атракція" регіональних туристичних дестинацій України / Ю. Ю. Леонт'єва // *Економіка і регіон: наук. вісн. — 2009. — № 3 (22). — С. 20–26.*
 4. *Лужанська Т. Ю.* Стратегії розвитку регіональних туристичних дестинацій / Т. Ю. Лужанська // *Наук. вісн. Мукачів. держ. ун-ту. Серія : Економіка. — 2014. — Вип. 2. — С. 175–180* [Електронний ресурс]. — Режим доступу: http://nbuv.gov.ua/UJRN/nvmdue_2014_2_33
 5. *Кутьков В. П.* Сутність і структура маркетингового механізму державного управління розвитком регіону / В. П. Кутьков // *Державне будівництво. — 2012. — № 2* [Електронний ресурс]. — Режим доступу: <http://www.kbuara.kharkov.ua/e-book/db/2014-1/doc/2/12.pdf>
 6. *Левицький А. О.* Портфельна стратегія управління розвитком туристичної дестинації / А. Левицький // *Держава і регіони: наук.-вироб. журн. — 2016. — № 1 (53). — С. 85–93. — (Серія: Держ. управління).*
 7. *Гаврилюк А.* Андрушівщина — ще один слід меценатства / А. Гаврилюк // *День. — 2017. — 5 липня.* — [Електронний ресурс]. — Режим доступу: <http://m.day.kyiv.ua/uk/article/cuspilstvo/andrushivka-shche-odyn-slid-mecenatstva>
 8. *Програма економічного і соціального розвитку Андрушівського району на 2017 р.* [Електронний ресурс]. — Режим доступу: <http://andrrada.zt.gov.ua/index.php/dokumenti/rishennia/14-sesiya-vii-sklikannya/1266-pro-programu-ekonomichnogo-i-sotsialnogo-rozvitku-andrushivskogo-rajonu-na-2017-rik>

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

1. *Ткаченко Т. І.* Сталий розвиток туризму: теорія, методологія, реалії бізнесу : монографія. — К. : Київ. нац. торг.-екон. ун-т, 2006. — 537 с.
2. *Любіцева О. О.* Типізація дестинацій / О. О. Любіцева, О. В. Третья-



UDC 316.614

Guk Olga Fedorivna,

Candidate of Pedagogical Sciences, Associate Professor of the Department of Social Rehabilitation and Social Pedagogy, Faculty of Psychology, Kyiv National Taras Shevchenko University, 03680, Kyiv, Academic Glushkov avenue, 2a, tel.: (098) 567 29 14, e-mail: norkaukr@gmail.com

ORCID: 0000-0002-2474-0316

Гук Ольга Федорівна,

кандидат педагогічних наук, доцент кафедри соціальної реабілітації та соціальної педагогіки, факультет психології, Київський національний університет імені Тараса Шевченка, 03680, Київ, пр. Академіка Глушкова, 2а, тел.: (098) 567 29 14, e-mail: norkaukr@gmail.com

ORCID: 0000-0002-2474-0316



Guk Olga Fedorovna,

кандидат педагогических наук, доцент кафедры социальной реабилитации и социальной педагогики, факультет психологии, Киевский национальный университет имени Тараса Шевченко, 03680, Киев, пр. Академика Глушкова, 2а, тел.: (098) 567 29 14, e-mail: norkaukr@gmail.com

ORCID: 0000-0002-2474-0316

Chernuha Nadiya Mykolayivna,

Doctor of Pedagogical Sciences, Professor, Professor of the Department of Social Rehabilitation and Social Pedagogy, Faculty of Psychology, Kyiv National Taras Shevchenko University, 03680, Kyiv, Academic Glushkov Avenue, 2a, tel.: (050) 475 97 32, e-mail: socr.socr@gmail.com

ORCID: 0000-0002-5250-2366

Чернуха Надія Миколаївна,

доктор педагогічних наук, професор, професор кафедри соціальної реабілітації та

соціальної педагогіки, факультет психології, Київський національний університет імені Тараса Шевченка, 03680, Київ, пр. Академіка Глушкова, 2а, тел.: (050) 475 97 32, e-mail: nm_chernukha@ukr.net

ORCID: 0000-0002-5250-2366

Чернуха Надежда Николаевна,

доктор педагогических наук, профессор, профессор кафедры социальной реабилитации и социальной педагогики, факультет психологии, Киевский национальный университет имени Тараса Шевченко, 03680, Киев, ул. Академика Глушкова, 2а, тел.: (050) 475 97 32, e-mail: socr.socr@gmail.com

ORCID: 0000-0002-5250-2366

SOCIALIZATION OF STUDENT YOUTH: VECTORS OF SUCCESS

Abstract. This research is aimed at finding relevant socialization tools, namely at using student self-government as a promising area, since student self-government covers virtually all areas of a student's life, and the socialization of an individual takes place under the influence of certain factors.

The participation of a young person in student self-government gives him an opportunity to try different social roles, to gain skills of active social behavior, to learn to take responsibility, to exercise rights, and thus to successfully socialize and subsequently identify successful vectors of social partnership of the student community. Thus, the study of various aspects of socialization and of possibilities of student self-government for its fruitful implementation is a promising area of pedagogical research, because it has deep roots and, at the same time, is aimed at the future — del of students' preparedness for the development of physical culture was improved.

Keywords: personality, socialization, factors of socialization, student self-government, student youth.

СОЦІАЛІЗАЦІЯ СТУДЕНТСЬКОЇ МОЛОДІ: ВЕКТОРИ УСПІХУ

Анотація. Дослідження спрямоване на пошук актуальних засобів соціалізації, а саме на використання студентського самоврядування як перспективного напрямку, адже студентське самоврядування охоплює практично усі сфери життя студента і соціалізація особистості відбувається під впливом певних факторів.

Участь молоді людини у студентському самоврядуванні надає можливості спробувати себе в різних соціальних ролях, отримати навички активної соціальної поведінки, навчитися брати на себе відповідальність, користуватися правами, а отже, успішно соціалізуватися та в подальшому визначити успішні вектори соціального партнерства студентської громади. Таким чином, вивчення різних аспектів соціалізації і можливостей студентського самоврядування для її плідного здійснення є перспективним напрямом педагогічних досліджень, бо має глибоке коріння і спрямоване в майбутнє.

Ключові слова: особистість, соціалізація, фактори соціалізації, студентське самоврядування, студентська молодь.

СОЦИАЛИЗАЦИЯ СТУДЕНЧЕСКОЙ МОЛОДЕЖИ: ВЕКТОР УСПЕХА

Аннотация. Исследование направлено на поиск актуальных средств социализации, а именно на использование студенческого самоуправления как перспективного направления, ведь студенческое самоуправление охватывает практически все сферы жизни студента и социализация личности происходит под воздействием определенных факторов.

Участие молодого человека в студенческом самоуправлении дает возможность попробовать себя в различных социальных ролях, получить навыки активного социального поведения, научиться брать на себя ответственность, пользоваться правами, а следовательно, успешно социализироваться и в дальнейшем определять успешные векторы социального партнерства студенческой общины. Таким образом, изучение различных аспектов социализации и возможностей студенческого самоуправления для ее плодотворного осуществления является перспективным направлением педагогических исследований, имея глубокие корни и одновременно направлено в будущее.

Ключевые слова: личность, социализация, факторы социализации, студенческое самоуправление, студенческая молодежь.

Formulation of the problem. The choice of the European vector of development and the socio-economic transformation in Ukraine require significant changes in the education system, in particular, in the system of higher education. In modern conditions, a teacher of higher education is the main object of innovative development of higher education. It is indisputable that the values, experience, achievements, traditions of any society are constantly passed on to subsequent generations. Therefore, studies related to the assimilation by young people of the value system of a particular society are relevant. Conscious, responsible, socially active citizens, capable of positive transformation of the social environment, are always a priority in a democratic society.

Analysis of recent research and publications. The general theory of

socialization is presented in works of A. Mudrik, B. Parygin, T. Parsons, N. Smelser, V. Tatenko, and others [1–3]. The essence and various problems of socialization, as well as of social and pedagogical work with youth were studied by I. Zvereva, A. Kapska, G. Laktionova, L. Mischyk, Yu. Polischuk, A. Ryzhanova, S. Savchenko, S. Kharchenko, and others; socio-pedagogical problems of youth as an important social group were studied in works of V. Lisovskiy, S. Savchenko, S. Shashenko, and others.

Formulation of the purpose of the article. The purpose is to research the essence of socialization of student youth as a socio-pedagogical problem and to determine the vectors that ensure the effectiveness of the functioning of student self-government as a means of the socialization of students of a higher education institution.

Presentation of the main material.

It should be noted that the historical pedagogical theory as well as the modern one attaches great importance to formation of young people capable of maintaining the achievements of their home state at the proper level and of continuing the traditions of their people and nation in the future.

According to K. Jaspers, social inheritance is inherent in human society only. In particular, the scientist notes that people and ethnic groups are characterized by both biological and social inheritance, which is carried out by preserving and transferring ethnic memory by means of a special mechanism of "extra-genetic" (social) nature [4, p. 149]. Society is interested in consolidating its priorities and values of previous generations, in transferring its social experience to future generations.

According to N. Golovanova, future society will need not a person that will be fully and harmoniously developed according to a certain ideal model, but a person that will be identical to himself, that will bear an image of himself in all the diversity of relations with the surrounding world. Contemporary culture encourages individuality, its creative activity and abilities to focus on the future: on the ability to predict, fantasize, to move into new forms of activity in situations of uncertainty. The current trend of the perception of an individual not as a constituent element of society, but as an element that changes the social world through the prism of its own personality is topical [5, p. 12].

The growth of the significance of the individual-personal segment in all manifestations of the life and professional self-realization of modern man is a cur-

rent global trend. In society, understanding that the younger generation must be able to consciously act on the basis of ideas about personal freedom, to make independent decisions, to take responsibility both for themselves and for those around them is formed.

We share the opinion that internal freedom and civil responsibility cannot directly flow from the totality of theoretical social knowledge and noble examples. Everyone has his own social experience. Due to active transformation of the paradigm of pedagogical science and the evolution of its subject, it includes in today's conditions not only education, but also socialization [5, p. 5].

The term "socialization" comes from Latin and means "that of society". The author of the term is believed to be American sociologist F. Giddings. In 1887, in his book "Theory of Socialization", he used the word "socialization" in the sense of "the development of the social nature or character of an individual, the preparation of human material to social life" [6, p. 8].

Today, the concept of "socialization" has become widespread, in connection with which it can be found in sociological, pedagogical, psychological studies, works on criminology, ethnography, etc. It is believed that the psychological mechanism of socialization is represented by social roles, functions, models of behavior, which are set by the social position of an individual in the system of social relations. As a sociocultural mechanism in the context of philosophy, socialization is seen as the process of self-identification of an individual with certain social roles; it is carried out both in the context of direct interaction

and indirectly — through culture. The phenomenon of socialization involves the adaptation of man to conditions of the social environment as well as generative influence of the external environment of culture on a personality [7, p. 96–96].

It should be noted that socialization is a two-way process of interaction of an individual and society in which both parties are active, and the development of a personality is carried out in the process of expansion and multiplication of its connections with the whole social system, through personal self-actualization.

It is worthwhile to pay attention to the fact that, in the process of socialization of a person, the latter is influenced by other people with their behavior, beliefs, and examples; therefore, we consider it necessary to define socialization not as a two-way process (interaction of an individual and society), but as a multi-way one (interaction of an individual and other individuals in the context of their interaction with society). This approach focuses on the fact that a person in the process of socialization is not only enriched with experience, but also actualizes himself as a personality, influencing life circumstances, people around him [1, p. 6].

Let us take into account that P. Saint-Marc in his “Socialization of Nature” considered socialization in connection with ecological state in the context of socio-ecological problems as a component of the consciousness of capitalist society. In this work, in particular, he states: “In order to save nature, it is necessary to socialize it, that is, to recognize that it is a common good, that its preservation is a univer-

sal task, and, moreover, today’s most urgent task, that a significant part of national income should be deductible for nature protection” [8, p. 83]. “To socialize nature means to recognize that the intangible wealth generated by nature — the satisfaction of biological, aesthetic, scientific needs — has an economic value for our society and that, accordingly, we must pay for its preservation” [8, p. 87]. “To socialize nature means to open it to all” [8, p. 88]. At the same time, the scientist does not integrate socialization into the structure of a scientific branch; he does not even give it a clear definition. Based on the definitions of P. Saint-Marc, we can say that such socialization is absolutely specific, since it is aimed at nature, and not at people.

According to J. Sartre, no special nature of man exists; a human does not represent anything and becomes a human as such only later; moreover, the nature of a person is created by this very person the person in question determining its properties. According to Sartre, a person is responsible for what he is as well as for all people [9, p. 323–324].

At the intersection of sociology and culture, Ya. Schepanskiy calls socialization the process of formation and adaptation of an individual to life in a community which is based on his learning and habituation to culture, which makes it possible to understand this culture and to act in accordance with its models and values [10, p. 50]. Cultural anthropology examines national peculiarities of socialization by comparing the role of parents, age status, customs and ritual system, and shows the diversity of ways and results of socialization among different peoples.

Assimilation of social roles, according to P. Hornostay, is one of the main components of human socialization, since it is in social roles that norms and rules of social behavior are fixed in the form of normative requirements for the fulfillment of social roles.

In the context of social psychology, socialization is seen as the process of formation of a personality in its social environment, as a multi-level process of humanization of a human, which includes both biological components and the self-introduction of an individual into the surrounding social environment and involves social cognition, social communication, mastery of practical skills including both the substantive world and the whole set of social functions, roles, norms, rights, and responsibilities, active reorganization of the surrounding natural and social world, change and qualitative transformation of man himself, his comprehensive and harmonious development [2, p. 165].

The position of V. Tatenko, who emphasizes that the task of institutes of socialization is to contribute in every way to the deployment in the process of individual development of each child of the sensitivity, propensity, and ability that make a human a human, is worthy. The principle of action operates not only within the limits defined by the problems of socialization, but it also extends to all spheres of human life — both individual and social one [11, p. 557].

It should be noted that the concept of “life school” by S. Shatskiy implied the “cultivation” of a person based on traditions, customs, and norms of the micro-environment, using the culture of the family, children’s informal

groups, public organizations, etc. The educational process was based on the study of the influence of environmental factors, on the analysis of the accumulated social experience and the characteristics of each individual. Describing his new school in pedagogy, the researcher emphasized the need to use the educational possibilities of social environment [12].

The globalization of the contemporary world, which involves the spread of technologies, ideas, values, needs, standards of behavior and other things common to all humanity, is one of the vectors that requires the availability and widespread occurrence of cultural and cross-cultural socialization. However, the excessively fast pace of the process comes into conflict with national peculiarities that still remain in the rapidly changing world. People began to move more in the world, in particular, to study in another state, but they do not have time to get acquainted, to understand, to get accustomed, and to respect other cultures. We deem it appropriate to actualize the study of cultural and cross-cultural socialization in the pedagogical area of studying socialization [13].

It should be noted that modern science is expanding the study of various manifestations of the phenomenon of socialization. In particular, M. Aliyev [7] considered “the socialization of harmony”. His research showed that harmony, as well as lack thereof, relate to the basic forms of organization of the natural, social, and spiritual worlds.

Thus, as stressed in a number of studies, not only a personality, a separate group or a large collective, but also individual personality traits and personality

characteristics can be socialized. Focusing on one form of socialization provides an opportunity to better explore and implement socialization paradigms. By such paradigms we mean steady patterns of socialization that are characteristic of a specific established society. In our opinion, this is necessary in order to bring certain qualities of an individual to a level acceptable in a particular society. However, in this case there is the possibility of prevalence of the social over the individual and of formation of a citizen to satisfy the need of society.

After reviewing a number of definitions of socialization, it is advisable to state that the process of socialization of an individual is a complex social phenomenon, which is considered from the standpoint of different branches of scientific knowledge in order to get maximally complete characteristics of this complex process. It is worth paying attention to the fact that in this case socialization itself should be perceived only in a holistic way.

Based on research into approaches of different sciences to the definition of the concept of "socialization", we propose the following description of the process of socialization of youth. The socialization of youth is a continuous, complex, multi-faceted process of formation of a personality as a social being in its social environment, which is based on the peculiarities of the system of education and upbringing in a particular country, the experience of present and previous generations, traditions and customs as well as on the specifics of the individual's entry into the social environment.

We emphasize that the process of socialization of young people involves

active cognition of the social system, diverse communication of individuals within the limits, the acquisition of practical skills in the social environment, the fulfillment of various social roles, active participation in restructuring the surrounding social world, change and qualitative transformation of the person himself, his comprehensive and harmonious development [14].

Theory and practice have proved that the socialization of an individual occurs under the influence of certain groups of factors. There are mega-factors as global conditions of the socialization of all or the overwhelming majority of mankind. These include space, the planet, and the world. Their components, in turn, include environmental situation, global catastrophes and processes, in particular globalization, the development of communication systems, including the Internet, military, political, religious, ethnic conflicts, ideals of so-called mass culture. The object of socialization is represented by peoples and countries. Particular attention should be paid to the fact that, due to psychological and age specificities, factors of this group influence young people far more than others. As it is known, young people are the most mobile and communicative social stratum. However, on the other hand, young people are also most open to external influences. Macro-factors such as country, ethnos, society, state, ideology, nation and national culture, natural climatic and geographical peculiarities are conditions that influence the socialization of the inhabitants of large territories. For example, country is a significant macro-factor of socialization, because the entry of a person into the social world

occurs in the context of the culture that was formed in the territory of a certain state for a long time. The object of socialization is represented by a people, a nation. It is worth noting that historically determined regional features of Ukraine are an essential factor in the socialization of youth. Macro-factors also include natural climatic or geopolitical features. Geographical conditions, season duration, humidity, the presence of certain natural resources, fossil fuels affect the population density, fertility, the prevalence of certain types of labor, the type of nutrition, the state of health, the degree of prevalence of individual diseases [15, p. 11–12]. Natural geographical conditions, including climate, are a sort of limits of the process of socialization. Then, there are meso-factors or medium factors – they are intermediate. These include, in particular, the type of settlement, region, one or another subculture (emo, clubbers, etc), belonging to the audience of certain media, to an Internet community (regular users of social networking websites like VKontakte, Odnoklassniki, Facebook, Twitter, etc). These factors determine the conditions for the socialization of large groups, which include a region, a city, a township, a village, belonging to the audience of certain media, telecommunication means, some or other subcultures [15, p. 7]. The object of socialization is represented by a settlement, an association, a large group of individuals. There are also micro-factors through which the socialization of individuals takes place. They include family, local community, school or university population, peer groups, private organizations and government agencies, religious ter-

ritorial cells. These represent directly the micro-society, the institutes of socialization with which an individual communicates (family, school, peer association) [15, p. 10].

It is indisputable that in the socialization of young people two streams of socialization are distinguished: the spontaneous one, which is under the influence of a student community and natural elemental factors, and the purposeful one, which is conditioned by the tasks of education of a particular state and guided by an educational institution through the educational process. The influence of socializing factors of the youth community at the present stage of education development is more significant than education as socially controlled socialization. This phenomenon is connected with the fact that the structure of introduction into life of the old ideology of education is destroyed, and new concepts do not work so far. In this context, there is a need to pay more attention to the development of student self-government bodies as an effective means of socializing student's youth at an educational institution which combines the spontaneous influence of the student environment and specially created conditions for education and self-education of an individual.

According to O. Vasylenko and A. Malko, educational institutions are specially created to ensure the implementation of the social ideal of personality, of leading social groups, to reproduce and develop society. The system of educational institutions of any country is a leading factor in socialization, in particular social education. The main goal of the system of educational institutions is adaptation to the exist-

ing values of the culture of society as a whole as well as of its individual groups. However, if a country orients to domestic development, adaptation takes place in such a way that it provides the foundation for individualization of an individual or a group. Therefore, the structure, organization, content of social and pedagogical activities in the system of educational institutions depends on the corresponding social values of society [16]. In case of domination of anthropocentric values, a country through educational institutions creates conditions for individualization of a person, for elicitation and fulfillment of his vital forces, creative potential, which are the foundation of further development of society. But preponderance of individualization in the process of socialization can create conditions for formation of a false sense of absolute independence of a person from society, which leads to the enhancement of centrifugal forces in it and to the loss of independence and, as a consequence, — to the deterioration of the conditions of socialization of man [16, p. 3].

Undoubtedly, student self-government is one of the many means of socialization. We define means of socialization as those universal means through which the process of socialization occurs. Participation in the activities of student self-government allows young people to activate certain mechanisms of socialization. The traditional mechanism of spontaneous socialization involves uncritical assimilation of norms and rules of conduct in the immediate environment — the family. When working at a higher education institution, we deal with consequences of its influence. Standards of steady behavior,

stereotypes of social roles, conscious beliefs reinforced by family behavior, can contribute to the further process of socialization, but they can also hinder it by offering models whose content is far from what is offered at a higher educational institution. The institutional mechanism, that is, the mechanism of socialization under the influence of institutional establishments, is more orderly and conscious than the traditional one, because it is included in the system of education at a higher educational institution, which is represented, in particular, by student self-government bodies. In this context, student self-government contributes to improving the effectiveness of educational and socializing influence. If it is sufficiently “mature”, then student self-government bodies act as a transformer of this kind of influence. Stylized mechanism of socialization is the mechanism of influence of a certain subculture. In our case, by subculture, student youth culture in general and the cultural traditions specific to a particular higher educational establishment are meant. They are transmitted during communication with teachers and other staff of a particular educational institution, communication of lower-year students with upper-year ones, through student stories, while living at a hostel — in the context of the so-called “student fraternity”. The interpersonal mechanism works during interaction between individuals. An authoritative person with his actions, beliefs, speeches forms ideals and orientations for another person. Age specificities of the student’s age determine the significance of this influence. Insufficiently formed critical thinking of a young person creates the

prerequisites for an active personality, a leader to become an authority and a model for the former.

As it is known, socialization can be primary and secondary. At a higher education institution, we deal with consequences of primary socialization. Secondary socialization covers the period from maturity and throughout life. Preparation of an individual for more mature social roles, including those of a citizen and a professional, takes place. In our case, in the process of adaptation to the conditions of a higher education institution, secondary socialization and entry into a new social group take place.

According to researchers S. Savchenko, O. Vasylenko, and A. Malko [16], students are a transitional socio-demographic group, belonging to which is a sort of a step towards further life. Being closely associated with certain social groups, students retain their special social qualities. The loss of the latter and the acquisition of new ones, related to the social status of students, is a complex, controversial, and lengthy process. The temporary nature of staying in the student status also determines the temporality of the existence of a number of social features. People who come from different social groups and strata adapt differently to the new environment, which should be taken into account in the educational process and in the process of socialization of subjects of the educational and socializing process. The social peculiarities of the age period characteristic of students are related to the transition from the dependent period of childhood and adolescence to the period of independent and responsible maturity.

We believe that the most successful socialization of an individual will be one that takes place as a result of active and conscious participation of a young person in the life of the student community, in the activities of student self-government bodies. However, one should not forget that young people who come to higher education institutions have different degrees of primary and secondary socialization. In some cases, this is due to insufficient primary socialization in the family and at the previous general educational institution, and in other ones – to individual characteristics of an individual student.

The task of the previous generation is to accustom a young person to civilized norms of coexistence in a democratic society. It is also important to engage in the process of accustoming such agents of socialization as teachers. Their participation in the socialization of student youth as one of an active creative force that operates purposefully and consistently promotes successful socialization of youth.

Conclusions and prospects for further research. Thus, research into various aspects of socialization and of possibilities of student self-government for its fruitful implementation is a promising area of pedagogical research, because it has deep roots and, at the same time, is aimed at the future. The specifics of student self-government as a means of youth socialization is to enable students, based on their own will and skills, to determine their position in society. The analysis conducted makes it possible to assert that a socialized person should be capable of opposing adverse living conditions, aggressive society, otherwise there is a risk of ab-

solute socialization of the individual to the state of a mechanical “cog”, which is maximally socialized, being completely dissolved in society, having lost his individuality and social activity, the ability to transform his society. Such a state contradicts the natural rights of man, as well as the rights of a citizen enshrined in the Constitution of Ukraine. The participation of a young person in student self-government gives him an opportunity to try different social roles, to gain skills of active social behavior, to learn to take responsibility, to exercise rights and, therefore, to successfully socialize and subsequently identify successful vectors of social partnership of student community. On the basis of an analysis of scientific literature, it was established that socialization is an important process in formation of an individual and a citizen. Therefore, the phenomenon of socialization is worth further research.

REFERENCES

1. *Mudrik A. V.* (2004). *Sotsializatsiya cheloveka* [Socialization of Man]. Moscow: Izdatel'skiy tsentr “Akademiya”, [in Russian].
2. *Mudrik A. V.* (2005). *Social pedagogy*. (5^d ed.). Moscow: Izdatel'skiy tsentr “Akademiya”, [in Russian].
3. *Parygin B. D.* (1971). *Osnovy sotsial'no-pedagogicheskoy teorii* [Foundations of Social and Pedagogical Theory]. Moscow: Mysl, [in Russian].
4. *Yaspers K.* (1994). *The meaning and purpose of history* (2^d ed.). M. I. Levinoy, Moscow: Respublika.
5. *Golovanova N. F.* (2004). *Sotsializatsiya i vospitaniye rebenka* [Socialization and upbringing of the child]. Spb. : Rech', [in Russian].
6. *Hobbs T.* (1989). *Works: Vols. 2* (Sokolov V. V., Trans). Moscow: Mysl.
7. *Aliyev M. G.* (1998). *Sotsializatsiya soglasiya* [Socialization of consent]. Rossiyskaya Akademiya Nauk. Institut filosofii – The Russian Academy of Sciences. Institute of Philosophy. Retrieved from <http://www.dgu.ru/~philosophy/studir.htm> [in Russian].
8. *Sen-Mark F.* (1977). *Sotsializatsiya prirody* [Socialization of Nature]. Moscow: “Progress”, [in Russian].
9. *Sartr Zh. P.* (1989). *Ekzistentsializm – eto gumanizm* [Existentialism is a humanism]. *Sumerki bogov. – Twilight of the Gods*, 319–344.
10. *Shchepan'skiy Y. A.* (1969). *Elementarnyye ponyatiya sotsiologii* [Elementary concepts of sociology]. Moscow: Progress [in Russian].
11. *Tatenko V. O.* (2002). *Do problemy avtentychnosti lyudskoho buttya: vchynkova paradyhma* [To the problem of the authenticity of human existence: the work paradigm]. *Rozvytok pedahohichnoyi i psykhol. nauk v Ukrayini 1992–2002 : zb. nauk. pr. do 10-richchya APN Ukrayiny – Development of pedagogical and psychol. Sciences in Ukraine 1992–2002: Sb. sciences Ave to the 10th anniversary of the Academy of Pedagogical Sciences of Ukraine*, CH. 1, 550–563, Kharkiv : “OVS”, [in Ukraine].
12. *Shatskiy S. T.* (1980). *Izbrannoye pedagogicheskkiye sochineniya* [Selected pedagogical compositions]. (Vols. 1–2). Moscow: Pedagogika, [in Russian].
13. *Chernukha N. M., Malykhin O. M., Terentyeva N. O., Savrasova-Vyun T. O., Kozyr M. V.* (2015). *Vyshcha osvita: dosvid i perspektyvy* [Higher education: experience and perspectives]. Cherkasy: Vydavets Chabanenko Y. U. [in Ukraine].
14. *Guk O. F.* (2016). *Stan problemy studentskoho samovryaduvannya v*

- teoriyi i praktytsi [The state of the problem of student self-government in theory and practice]. Proceedings from Classical University in the Context of Challenges of the Epoch: '16: materialy ukrayinsko-polskoyi miznarodnoyi naukovoï konferentsiyi (m. Kyiv 22–23 veresnya 2016 roku) – Materials of the Ukrainian-Polish International Scientific Conference (Kyiv, September 22–23, 2016). (pp. 382–384). Kyivskyi natsionalnyi universytet imeni Tarasa Shevchenka, [in Ukraine].
15. *Shpakova R. P.* (Eds.). (2003). German sociology. Petersburg. : Science.
 16. *Vasylenko O. M., Malko A. O.* (2003). Sotsialno-pedahohichna diyalnist u zakladakh osvity [Socio-pedagogical activity in educational institutions]. Kharkiv : Krok, [in Ukraine].

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

1. *Мудрик А. В.* Социализация человека : учеб. пособие для студ. высших учеб. заведений / А. В. Мудрик. — М. : Изд. центр “Академия”, 2004. — 304 с.
2. *Мудрик А. В.* Социальная педагогика : учеб. для студ. пед. вузов / А. В. Мудрик ; [под ред. В. А. Сласс-тенина]. — 5-е изд., доп. — М. : Издат. центр “Академия”, 2005. — 200 с.
3. *Парыгин Б. Д.* Основы социально-педагогической теории / Б. Д. Парыгин. — М. : Мысль, 1971. — 351 с.
4. *Ясперс К.* Смысл и назначение истории / К. Ясперс; пер. с нем. М. И. Левиной. — 2-е изд. — М. : Республика, 1994. — 527 с. — (Мыслитель XX века).
5. *Голованова Н. Ф.* Социализация и воспитание ребенка : учеб. пособие для студ. высш. учеб. заведений / Н. Ф. Голованова. — СПб. : Речь, 2004. — 272 с.
6. *Гоббс Т.* Сочинения : в 2т. / [пер. с лат. и англ. сост., ред. изд., авт. вступ. ст. и примеч. В. В. Соколов]. — М. : Мысль, 1989. — Т. 1. — 628 с.
7. *Алиев М. Г.* Социализация согласия [Электронный ресурс] / М. Г. Алиев // Рос. Академия Наук. Ин-т философии. — 1998. — Режим доступа: <http://www.dgu.ru/~philosophy/studir.htm>
8. *Сен-Марк Ф.* Социализация природы / Ф. Сен-Марк. — М. : Прогресс, 1977. — 435 с.
9. *Сартр Ж. П.* Экзистенциализм — это гуманизм / Ж. П. Сартр // Сумерки богов. — М. : Политиздат, 1989. — С. 319–344.
10. *Щепанский Я.* Элементарные понятия социологии / Я. Щепанский. — М. : Прогресс, 1969. — С. 50.
11. *Татенко В. О.* До проблеми автентичності людського буття: вчинкова парадигма / В. О. Татенко // Розвиток педагогічної і психол. наук в Україні 1992–2002 : зб. наук. пр. до 10-річчя АПН України / Акад. пед. наук України. — Харків : “ОВС”, 2002. — Ч. 1. — С. 550–563.
12. *Шацкий С. Т.* Избранное педагогические сочинения: в 2 т. / С. Т. Шацкий. — М. : Педагогика, 1980. — Т. 1 — 304 с. — (Пед. бібліотека).
13. *Вища освіта: досвід і перспективи:* монограф. / редкол.: Н. М. Чернуха, О. М. Малихін, Н. О. Терентьева, та ін. — Черкаси: Видавець Чабаненко Ю. А., 2015. — 336 с.
14. *Гук О. Ф.* Стан проблеми студентського самоврядування в теорії і практиці / О. Ф. Гук // Класичний ун-т у контексті викликів епохи (Classic University in the Context of Challenges of the Epoch) : матеріали українсько-польської міжнар. наук. конф. (м. Київ 22–23 верес. 2016 р.) / [уклад.: А. С. Філіпенко та ін.]. — К.: Київ. нац. ун-т ім. Тараса Шевченка, 2016. — С. 382–384.

15. *Немецкая социология* / под ред. Р. П. Шпаковой. — СПб. : Наука, 2003. — 562 с. — (Серия “Классика социологии”).
16. *Василенко О. М. Соціально-педагогічна діяльність у закладах освіти* / О. М. Василенко, А. О. Малько. — Харків : Крок, 2003. — 83 с.

Душунч Hanna Andriyivna,
Candidate at the Department of Management and Public Administration, teacher of the Department of Foreign Languages for Specific Purposes, Chernihiv National University of Technology, 14027, Chernihiv, Str. T. Shevchenko, 95, tel.: 0462 665 117, e-mail: anyahaidai@gmail.com

ORCID: 0000-0003-4240-5391

Дивнич Ганна Андріївна,
здобувач кафедри менеджменту та державного управління, викладач кафедри іноземних мов професійного спрямування, Чернігівський національний технологічний університет, 14027, м. Чернігів, вул. Т. Шевченка, 95, тел.: 0462 665 117, e-mail: anyahaidai@gmail.com

ORCID: 0000-0003-4240-5391

Дивнич Анна Андреевна,
соискатель кафедры менеджмента и государственного управления, преподаватель кафедры иностранных языков профессионального направления, Черниговский национальный технологический университет, 14027, г. Чернигов, ул. Т. Шевченко, 95, тел.: 0462 665 117, e-mail: anyahaidai@gmail.com

ORCID: 0000-0003-4240-5391



PROGRAMS AND METHODS OF IMPROVING ENGLISH LANGUAGE COMPETENCE OF CIVIL SERVANTS OF UKRAINE

Abstract. This article studies the available opportunities for improving the level of English language competence of civil servants of Ukraine. In particular, the programs offered in the system of higher education and post-graduate training, as well as English-language courses for civil servants of non-governmental organizations are considered. Separate proposals for further steps in the direction of improving English language competence among civil service officers are given.

Keywords: English language competence, civil servants, educational programs, methods of training, post-graduate training.

ПРОГРАМИ ТА МЕТОДИ ПІДВИЩЕННЯ АНГЛОМОВНОЇ КОМПЕТЕНТНОСТІ ДЕРЖАВНИХ СЛУЖБОВЦІВ УКРАЇНИ

Анотація. У статті розглядаються наявні можливості щодо підвищення рівня англomовної компетентності державних службовців України. Зокрема,

розглядаються програми, наявні у системі вищої освіти та післядипломної підготовки, а також курси недержавних організацій, які пропонують відповідні освітні послуги для фахівців у сфері державного управління. Виокремлені пропозиції щодо подальших кроків у напрямі покращення англомовної підготовки працівників державної служби.

Ключові слова: англомовна компетентність, державні службовці, програми навчання, методи навчання, післядипломна освіта.

ПРОГРАММЫ И МЕТОДЫ ПОВЫШЕНИЯ АНГЛОЯЗЫЧНОЙ КОМПЕТЕНТНОСТИ ГОСУДАРСТВЕННЫХ СЛУЖАЩИХ УКРАИНЫ

Аннотация. В статье рассматриваются существующие возможности для повышения уровня англоязычной компетентности государственных служащих Украины. В частности, рассматриваются программы, предлагаемые в системе высшего образования и последипломной подготовки, а также курсы негосударственных организаций, которые предоставляют соответствующие образовательные услуги для специалистов в сфере государственного управления. Выделены предложения касательно дальнейших шагов в направлении улучшения англоязычной подготовки сотрудников государственной службы.

Ключевые слова: англоязычная компетентность, государственные служащие, программы обучения, методы обучения, последипломное образование.

Target setting. Ukraine's accession to the European political, economic and social space promotes reforms in a number of spheres of our lives, and in governmental structures in particular. Today we are talking about a qualitatively new approach to the formation and functioning of the civil service of Ukraine. The professional qualifications of civil servants are of particular importance and weight in the view of their functions in implementing new laws and norms.

Analysis of basic research and publication. The need for English language competence among the qualification requirements of civil servants was

the subject of a number of scientific studies. Thus, Kolisnichenko N. M. indicates the link between the modernization of the civil service and the use of European civil service experience of the increasing involvement of civil servants from EU member states to an interaction with European institutions and relations within the EU, as well as the need to rethink the essence of the workforce that does not meet the needs of a modern management system. [1] Derbeniova L. V. stressed the importance of taking into account language trends in European political institutions in the formation of domestic public policy institutes, explaining the concept of

“Euro-English” language (Eurospeak). [2] In her turn, Amosova L. V. advocates the need for an intensive foreign language training course for specialists in the field of public administration [3, p. 305].

At the same time, a single comprehensive program of English language training for civil servants, which would meet the current needs of the civil service of Ukraine, is not agreed upon. The network of educational institutions for civil servants training offers classes in English based on the principle of residuality, separately from each other. In addition, there are non-governmental organizations that offer English language courses for people of different levels of education and age. Their place in the system of civil servants training is uncertain. Moreover, the concept of English language competence in relation to civil servants is not used.

The purpose of the article is to study the existing opportunities for the development of English language competence for civil servants, both in the higher education system and in the system of postgraduate education and self-education, and to formulate proposals on the necessary steps in this area.

The statement of basic materials. By the order of the Ministry of Education and Science of Ukraine of 07.08.15, № 855 “On Amendments to the Typical Curricula of General Educational Institutions”, hours for the study of a foreign language have been increased at the expense of the variable component: 1) from 2 to 3 per week in 6th to 9th grades of schools with Ukrainian language training (according to the new standard); 2) from 2 to 3 in a week in the 8th grade of schools with a Ukrainian lan-

guage of instruction (according to the previous standard); 3) 3 to 3,5 hours in 10th–11th grades of general educational institutions with Ukrainian language training (universal profile). [4] This process is integrated into the general educational system, continues in higher educational institutions of different levels of accreditation, as well as within postgraduate education. According to Alioshyna O. M., the need of our state in highly qualified specialists who are able to establish business contacts and business cooperation with foreign partners, specialists who speak a foreign language at a professional level, is reflected in the working training programs of the country’s higher educational institutions. In most higher educational institutions, students learn at least two foreign languages. The researcher also points out the fact that, unfortunately, in teaching practice, foreign language teachers often use time-tested standard teaching methods. Sometimes the language teaching process continues to be a “somewhat modernized variant” of a grammar-translation method, the essence of which is learning how to read and translate. Nevertheless, the reform of the educational process in Ukrainian universities has already begun in accordance with the European requirements for the quality of education: informatization of educational space, integration processes in modern national education, the establishment of Ukrainian higher educational institutions cooperation with European educational institutions in the field of educational and scientific activities, student international exchanges, the possibility of obtaining a second higher education and studying in master’s

programs abroad. In the conditions of the reform of higher education, educational technologies of foreign languages teaching must obviously change as well. Language education itself is also gradually being modernized through the introduction of modular-rating system of teaching foreign languages, interdisciplinary integration, democratization and economization of education [5, p. 242–243].

Innovative methods of teaching foreign languages, based on humanistic approach, are aimed at the development and cultivation of the individual, the disclosure of reserve capacity and creativity, creating conditions for effective improvement of the educational process in higher education. The basic principles of modern methods are: the movement from the whole to the individual, learner-centered lessons, focus and content of classes, their focus on the achievement of social interaction in the presence of faith in the teacher in the success of his/her students, the integration of language and learning it using knowledge from other branches of science [6, p. 111].

The aim of teaching a foreign language at a higher school at the present stage is to master students' communicative competences, which will enable them to realize their knowledge, skills for solving concrete communication issues in real life situations. Foreign language acts as a means of communication, interaction with representatives of other nations [5, p. 243].

The use of the above mentioned techniques is an excellent way of building English language competence to achieve maximum results, but it is not always possible due to inadequate qua-

lifications of the teachers or lack of motivation among them to apply the latest techniques. Taking into account the different motivation among students, the level of proficiency in English language competence of future civil servants after graduation significantly differs and needs further improvement.

In accordance with the philosophy of lifelong learning, institutes of postgraduate education also offer courses in foreign languages. For example, the Educational-Scientific Institute of Administration and Postgraduate Education of the National University "Lviv Polytechnic" enrolls groups of students for foreign language courses: English, German, French, Polish, which last 3,5 months. In the Institute of Innovation and Postgraduate Education of the Odesa I. I. Mechnikov National University advanced training courses are held for psychologists, doctors and medical staff with secondary specialized education in the direction of a foreign language in the field of European and Euro-Atlantic integration (English).

In the National Academy for Public Administration under the President of Ukraine, the study of a foreign language is provided to persons studying in pre-diploma education, within the framework of an optional discipline "Foreign language in professional activities" — English, French, German, where the main forms of educational work are practical classes in a small group (no more than 14 listeners) and independent work. At the same time, in the web-site of the Institute for Advanced Training of Managing Personnel of the NAPA under the President of Ukraine, the direction of studying foreign languages is not singled out.

There is a professional program in the curriculum, without its detailed disclosure, as well as thematic seminars. Among them: "Personnel management and personnel technologies in the government bodies. The introduction of the criterion of necessary knowledge of English when admitting to the civil service", "Management of educational innovations in the system of professional development. New standards for English language teaching and assessment (CEFR)". From this we can conclude that the issue of studying English language is studied by civil servants from the theoretical point of view, but it is not clear whether the appropriate practical course has been introduced into the professional qualification program.

Having reviewed the web-sites of local and regional training centers that offer relevant programs for civil servants, we have found that courses for the study of a foreign language and English in particular are available at many of them. For example, the Kyiv City Center for Retraining and Raising Qualification of Employees of Governmental Bodies, Local Governments, State Enterprises, Institutions and Organizations offers its students a specialized short-term language training course (English language) – relevant information on the availability of courses and recruited groups is available on the web-site of the center. On the web-site of the Siverskyi Center for Postgraduate Education (Chernihiv), there is a notice about the beginning of training under the professional English language training program. Not all the civil servants, but only specialists of the apparatus, departments and subdivisions of the oblast state admin-

istration, region state administrations and local councils, which are responsible for issues of European and Euro-Atlantic cooperation, can take part in the classes. Materials from the English language classes by their content are related to the professional activities of the mentioned civil servants. Rivne Oblast Center for Retraining and Raising Qualification of Employees of Governmental Bodies, Local Governments, State Enterprises, Institutions and Organizations offers a specialized short-term training course "Business English" for all employees of state authorities and local self-government. On the web-site of the Ivano-Frankivsk Regional Center for Retraining and Raising Qualification of Employees of Governmental Bodies, Local Governments, State Enterprises, Institutions and Organizations there are links to a number of resources of the global network calling for independent study of a foreign language. At the same time, the thematic permanent workshop "English language" was included in the schedule of training for civil servants and officials of local self-government in 2016. Thus, the study of English is available in the system of postgraduate education for motivated civil servants.

In addition to government agencies, there is a number of private and foreign organizations that offer English language courses and programs for those wishing to study a foreign language in Ukraine. Here are some of them. English courses for adults are available on a regular basis, as well as free online courses (MOOS). International Language Centre – the first in Ukraine international English language learning center offers the appropriate courses for

listeners of all ages. The language center of BOYAR in Lviv offers different forms of English language learning for different age groups and different levels of knowledge, even from scratch. The London School of English in Odessa offers, among other things, an English course for beginners and for those who want to improve their English language skills, as well as a separate course for adults.

By the end of March 2016, the British Council had been conducting courses on professional English language for civil servants in Ukraine. On the website of the British Council in Ukraine, it was noted on this issue that in February and March 2012, 330 public officials participated in the pilot phase of the project. The second phase of the project began in September 2012 and, by March 2013, 780 civil servants were involved in the project. The project was implemented in Kyiv and the Autonomous Republic of Crimea (in the cities of Simferopol and Sevastopol). Eight government agencies joined the project consistently from December 2013 to March 2014, and in September 2014 three more government agencies joined. During this period, 224 hours of training were carried out by a group of highly trained teachers for 300 civil servants. The third phase of the project ended in March 2015. April 2015 – March 2016 was defined as the fourth stage of the project. In April 2015, 16 teachers were already working with 400 civil servants. In November 2015 more than 100 public servants of the Presidential Administration joined the project, and the number of teachers increased up to 22 [7].

The Internet provides information on web-sites for distance learning of

English for those who do not have the time and money to attend on-the-job training. For example, editorship of the web-site Ocbira.ua made the following selection with links and explanations: Distance English for beginners, Distance English for intermediate level, Distance course “Business English”, Distance English for advanced level, Distance English course for children [8]. There is also a list of 10 free resources for studying English such as: BBC Learning English – the opportunity to study British English from lower intermediate level (below average); Livemocha – a social network for learning foreign languages, where community members help each other to learn; Bussu – contains plenty of lessons to memorize vocabulary, pronunciation and other aspects of language learning; LinguaLeo – a huge library of video, audio and text materials, contains thematic courses, personal vocabulary with voice acting and a set of trainings; Duolingo – offers numerous written lessons and dictations; ESLPod – Lively American English; Lang8 – allows you to publish any material for checking by the registered native speakers; Engvid – English video tutorials; Exam English – site for those who are preparing for international language exams IELTS, TOEFL and others; Loy-albooks – a web-site with free audio-books in English [9]. These web-sites, of course, do not exhaust the list of available resources, but allow us to imagine the amount of available resources open to those who want to learn English.

More and more popular is becoming the project Lingva.Skills: “Skills Academy” which offers innovative online foreign languages learning tech-

nology, which goal is to improve the knowledge and skills of foreign language proficiency among civil servants in accordance with EU standards. The training is free. Applications are accepted from government agencies that appoint contact persons for organizational moments that may arise in the process of collaborating with the platform, as well as indicate the number of people who want to undergo appropriate training. The course includes an introductory information webinar, first testing to determine the present level of knowledge of English and further tasks. Individuals who successfully complete 80 % of the tasks and complete a test, receive a certificate confirming their English language proficiency. The website states that employees of 14 state institutions are studying according to the program, such as the Ministry of Justice of Ukraine, the Ministry of Internal Affairs of Ukraine, the Ministry of Agrarian Policy of Ukraine, the Ministry of Defense of Ukraine, the State Employment Service of Ukraine, the State Fiscal Service of Ukraine, Kyiv state administration, Lviv regional state administration and others [10].

With payment, distance English learning courses are offered by: "FREE WAY online school" (Kyiv), language academy AmES (offices in Lviv, Uzhhorod, Khmelnytsky etc.), the BEST foreign language school (Vyshneve city) and many other organizations throughout Ukraine.

Thus, any one who wants can choose something appropriate, according to financial possibilities, convenience of studying and comfort of using materials.

Conclusions. So, the study of English is included in the programs of general secondary and higher education, as well as offered by many institutions of postgraduate education, which aim to improve the English language competence. In addition, English courses are taught by non-government agencies and are available on the Internet (including free ones). Some of these courses are specially prepared for civil servants, which increases the effectiveness of learning. Professionals who seek to improve their knowledge of a foreign language and English in particular, have a wide range of options. The training process can take place simultaneously in governmental and non-governmental organizations, as well as with the inclusion of online courses for studying English at universities and centers of postgraduate education. In recent years, according to available statistics, several thousand of civil servants have completed some English courses.

In our opinion, in connection with such a wide network of organizations and institutions for the training of civil servants, it is important to coordinate them in terms of content and teaching methods so that the study of a foreign language was a logically related process from the moment of enrollment of a potential civil servant to the university and in the future in the system of postgraduate education. A useful resource for interested persons may also be an information page on the website of the Ministry of Education and Science of Ukraine, or on another Internet platform with constantly updated information on existing courses and programs for the study of English for civil ser-

vants specially from state and non-state institutions.

In view of this, it is also necessary to assess the effectiveness of existing educational programs in the state educational system. The most indicative source of assessment is the level of English language competence among civil servants. Evaluation of civil servants on this issue can be a starting point for improving the existing system of their preparation, as well as for developing recommendations for the most effective step-by-step process of English language acquisition for use in the civil service. In order to achieve objective results, it is important to involve professionals, including foreign ones, in this process, who can provide an appropriate strategic plan to improve the situation in the field of English competence of civil servants.

REFERENCES

1. *Kolisnichenko N. M.* Upravlinnia liudskymy resursamy v konteksti zmin I transformatsii tradytsiinoyi systemy derzhavnoyi sluzhby [Human resources management in the context of changes and transformations of the traditional civil service system], 2016, available at: http://www.nbuv.gov.ua/old_jrn/e-journals/tppd/2012_10/zmist/R_3/01%20Kolisnichenko.pdf
2. *Derbeniova L. V.* Problemy intehratsiyi ta hlobalizatsiyi v sotsialno-politychnomy konteksti Ukrainy: "Euro-speak" yak mova administratyvnoho spilkuvannia [Problems of integration and globalization in the socio-political context of Ukraine: "Euro-speak" as the language of administrative communication], available at: irbis-nbuv.gov.ua
3. *Amosova L. V.* Metodychni osnovy intensyvnoho kursu navchannia in-
ozemnykh mov fakhivtsiv u sferi derzhavnoho upravlinnia [Methodical bases of an intensive course of foreign languages training for specialists in the field of public administration]. Derzhavne upravlinnia ta mistseve samovriaduvannia: tezy XII Mizhnarodnoho naukovo-honoresu, 29 bereznia 2012 [Public administration and local self-government: Theses of the XII International Sciences Congress, March 29, 2012], Kharkov: KhrRNADU "Mahistr", 2012, p. 305–306.
4. *Nakaz MON Ukrainy vid 07.08.2015 № 855* "Pro vnesenia zmin do Typovykh navchalnykh planiv zahalnoosvitnikh navchalnykh zakladiv" [Order of MES of Ukraine from 07.08.2015 № 855 "On Introducing Changes to Typical Curricula for General Education Institutions"], available at: <http://old.mon.gov.ua/ua/about-ministry/normative/4312->
5. *Alioshyna O. M.* Suchasni metody ta tekhnolohiyi vykladannia inozemnykh mov u VNZ [Modern methods and technologies of teaching foreign languages at HEI]. Osoblyvosti pidhotovky suchasnoho fakhivtsia. Problemy ta perspektyvy formuvannia natsionalnoyi humanitarno-tekhnichnoyi elity [Features of the training of a modern specialist. Problems and prospects of the formation of the national humanitarian and technical elite], p. 242–247, available at: <http://www.kpi.kharkov.ua/archiv>
6. *Rudnytska T. H.* Innovatsiini metody navchannia inozemnykh mov u vushchii shkoli v konteksti humanistychnoyi spriamovanosti navchalnoho protsesu [Innovative methods of teaching foreign languages in higher education in the context of the humanistic orientation of the educational process], available at: <http://ir.lib.vntu.edu.ua/bitstream/handle/123456789/5837/628.pdf?sequence=3>

7. *Anhliiska mova dlia derzhavnykh sluzhbovtiv* [English for civil servants]. Brytanska Rada Ukrainai [British Council Ukraine], available at: <http://www.britishcouncil.org.ua/year-of-english/projects/english-civil-servants>
8. *Dystantsiini kursy anhliiskoyi dlia doroslykh ta ditei* [Distance English courses for adults and children]. Osbita.ua, available at: <http://osvita.ua/languages/topics/49336/>
9. *10 bezkoshtovnykh* resursiv dlia vyvchennia anhliiskoyi [10 free resources for studying English]. Osbita.ua, available at: <http://osvita.ua/languages/46386/>
10. *Akademiia Navychok* [Skills Academy], available at: <http://www.lingva.ua/>

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

1. *Колісниченко Н. М.* Управління людськими ресурсами в контексті змін і трансформацій традиційної системи державної служби / Н. М. Колісниченко. — 2016 [Електронний ресурс]. — Режим доступу: http://www.nbuv.gov.ua/old_jrn/e-journals/tppd/2012_10/zmist/R_3/01%20Kolishnichenko.pdf
2. *Дербеньова Л. В.* Проблеми інтеграції та глобалізації в соціально-політичному контексті України: “EuroSpeak” як мова адміністративного спілкування / Л. В. Дербеньова [Електронний ресурс]. — Режим доступу: irbis-nbuv.gov.ua
3. *Амосова Л. В.* Методичні основи інтенсивного курсу навчання іноземних мов фахівців у сфері державного управління / Л. В. Амосова // Державне управління та місце самоврядування: тези XII Міжнар. наук. конгресу, 29 березня 2012 р. — Х.: Вид-во ХарРІНАДУ “Марістр”, 2012. — С. 305–306.
4. *Наказ* МОН України від 07.08.2015 № 855 “Про внесення змін до Типових навчальних планів загальноосвітніх навчальних закладів” [Електронний ресурс]. — Режим доступу: <http://old.mon.gov.ua/ua/about-ministry/normative/4312->
5. *Альошина О. М.* Сучасні методи та технології викладання іноземних мов у ВНЗ / О. М. Альошина // Особливості підготовки сучасного фахівця. Проблеми та перспективи формування національної гуманітарно-технічної еліти. — С. 242–247 [Електронний ресурс]. — Режим доступу: <http://www.kpi.kharkov.ua/archive>
6. *Рудницька Т. Г.* Інноваційні методи навчання іноземних мов у вищій школі в контексті гуманістичної спрямованості навчального процесу / Т. Г. Рудницька [Електронний ресурс]. — Режим доступу: <http://ir.lib.vntu.edu.ua/bitstream/handle/123456789/5837/628.pdf?sequence=3>
7. *Англійська мова для державних службовців* // Британська Рада Україна [Електронний ресурс]. — Режим доступу: <http://www.britishcouncil.org.ua/year-of-english/projects/english-civil-servants>
8. *Дистанційні курси англійської для дорослих та дітей* // Освіта. ua [Електронний ресурс]. — Режим доступу: <http://osvita.ua/languages/topics/49336/>
9. *10 безкоштовних* ресурсів для вивчення англійської // Освіта. ua [Електронний ресурс]. — Режим доступу: <http://osvita.ua/languages/46386/>
10. *Академія Навичок* [Електронний ресурс]. — Режим доступу: <http://www.lingva.ua/>



UDC: 35.351:35.354

Drahomyretska Natalia Mihailivna,
Doctor of Public Administration, Professor, Professor of the Department of Philosophy and Social and Political Sciences, Odessa Regional Institute of Public Administration of the National Academy of Public Administration under the President of Ukraine, 65009, Odessa, Str. Genuevska, 22, tel.: (067) 261 39 27, e-mails: nataliadrageomyretska1@gmail.com; nataliaodessa@ukr.net

ORCID: 0000-0001-5713-6724

Драгомирецька Наталія Михайлівна,
доктор наук з державного управління, професор, професор кафедри філософських та соціально-політичних наук, Одеський регіональний інститут державного управління Національної академії державного управління при Президентові України, 65009, м. Одеса, вул. Генуезька, 22, тел.:

(067) 261 39 27, e-mails: nataliadrageomyretska1@gmail.com; nataliaodessa@ukr.net

ORCID: 0000-0001-5713-6724

Драгомирецькая Наталья Михайловна,

доктор наук государственного управления, профессор, профессор кафедры философских и социально-политических наук, Одесский региональный институт государственного управления Национальной академии государственного управления при Президенте Украины, 65009, г. Одесса, ул. Генуезская, 22, тел.: (067) 261 39 27, e-mails: nataliadrageomyretska1@gmail.com; nataliaodessa@ukr.net

ORCID: 0000-0001-5713-6724



Gordeeva Anastasya V., Zaporozhets Marya V., Kovaleva Lidia V., Ladunska-Amons Olga V., Lisova Marina V., Melnik Ruslana V., Miskov Sergii V., Fito Yana G.,

1st year students of the Faculty of Public Administration full-time specialization: "Public policy on social and human development"; Department of Philosophy and Social and Political Sciences, Odessa Regional Institute of Public Administration of the National Academy of Public Administration under the President of Ukraine, 65009, Odessa, Str. Genuevska,

22, tel.: (067) 261 39 27, e-mails: nataliadrageomyretska1@gmail.com; nataliaodessa@ukr.net

Гордєєва Анастасія В'ячеславівна, Запорожець Марія Володимирівна, Ковальова Лідія Валентинівна, Ладунська-Амонс Ольга Валеріївна, Лісова Марина Володимирівна, Мельник Руслана Володимирівна, Міськов Сергій Валентинович, Фітьо Яна Григорівна,

слухачі 1 курсу факультету державного управління денної форми навчання спеціалізації "Публічне управління та адміністрування"; кафедра філософських та соціально-політичних наук, Одеський регіональний інститут державного управління Національної академії державного управління при Президентові України, 65009, м. Одеса, вул. Генуезька, 22, тел.: (067) 261 39 27, e-mails: nataliadragomyretska1@gmail.com; nataliaodessa@ukr.net

Гордеева Анастасия Вячеславовна, Запорожец Мария Владимировна, Ковалева Лидия Валентиновна, Ладунская-Амонс Ольга Валерьевна, Лисовая Марина Владимировна, Мельник Руслана Владимировна, Миськов Сергей Валентинович, Фитё Яна Григорьевна,

слушатели 1-го курса факультета государственного управления дневной формы обучения специализации "Публичное управление и администрирование"; кафедра философских и социально-политических наук, Одесский региональный институт государственного управления Национальной академии государственного управления при Президенте Украины, 65009, г. Одесса, ул. Генуэзская, 22, тел.: (067) 261 39 27, e-mails: nataliadragomyretska1@gmail.com; nataliaodessa@ukr.net

THEORETICAL AND METHODOLOGICAL APPROACHES TO THE DEVELOPMENT OF PUBLIC-PUBLIC PARTNERSHIP IN UKRAINE

Abstract. The article is devoted to the demonstration of the results of the studies of the students of the master's program "Public Management and Administration". This is the development of theoretical and methodological approaches to the development of public-public partnership in Ukraine. All research was done in the process of studying the academic discipline "Public-Public Partnerships in the Sphere of Social Development". This experiment created the conditions for the development of different models for the development of public-private partnership in Ukraine. The developed models of students are demonstrated in the article. We justified that consulting centers should be established on the basis of higher education institutions. These centers will help to introduce the introduction of scientific and applied developments into the practice of the authorities. At present, this is important for Ukraine. We emphasize the advisability of attracting students of master's programs of higher educational institutions of Ukraine to the development of state policy.

Keywords: Public management and administration, public-public partnership, non-governmental organizations, "good governance", state support, state policy.

ТЕОРЕТИКО-МЕТОДОЛОГІЧНІ ПІДХОДИ ЩОДО РОЗВИТКУ ДЕРЖАВНО-ГРОМАДСЬКОГО ПАРТНЕРСТВА В УКРАЇНІ

Анотація. У статті висвітлено результати досліджень слухачів магістерської програми публічного управління та адміністрування щодо розроблення теоретико-методологічних підходів до розвитку державно-громадського партнерства в Україні, які було зроблено у процесі вивчення навчальної дисципліни “Державно-громадське партнерство у сфері соціального розвитку”. Цей експеримент дав можливість розробити різні моделі розвитку державно-громадського партнерства в Україні. Обґрунтовано можливість створення на базі вищих навчальних закладів консультаційних центрів запровадження науково-прикладних розробок у практику діяльності органів влади. Закцентовано увагу на доцільності залучення до вироблення державної політики слухачів і студентів магістерських програм вищих навчальних закладів України.

Ключові слова: публічне управління та адміністрування, державно-громадське партнерство, неурядові організації, “хороше управління”, державна підтримка, державна політика.

ТЕОРЕТИКО-МЕТОДОЛОГИЧЕСКИЕ ПОДХОДЫ ОТНОСИТЕЛЬНО РАЗВИТИЯ ГОСУДАРСТВЕННО-ОБЩЕСТВЕННОГО ПАРТНЕРСТВА В УКРАИНЕ

Аннотация. В статье продемонстрированы результаты исследований слушателей магистерской программы публичного управления и администрирования относительно разработки теоретико-методологических подходов, касающихся развития государственно-общественного партнерства в Украине, которые были сделаны в процессе изучения учебной дисциплины “Государственно-общественное партнерство в сфере социального развития”. Этот эксперимент позволил разработать разные модели развития государственно-общественного партнерства в Украине. Обоснована возможность создания на базе высших учебных заведений консультационных центров внедрения научно-прикладных разработок в практику деятельности органов власти. Акцентируется внимание на целесообразности привлечения к разработке государственной политики слушателей и студентов магистерских программ высших учебных заведений Украины.

Ключевые слова: публичное управление и администрирование, государственно-общественное партнерство, неправительственные организации, “хорошее управление”, государственная поддержка, государственная политика.

Target setting. The present dictates certain requirements for the development of public management and administration. New ideas and practical developments are needed for the development of public management and administration in Ukraine. Innovative councils and expert groups are

created in Ukraine and bring together well-known experts in their business. Students of ‘public management and administration’ are the main source of innovative ideas. However, they are weakly involved in the consultative and advisory activities of the authorities. Most of them have practical experience in various areas of public administration, community activities, etc. Thoughts, views and their desire for change in public management and administration can be beneficial for the development of the public administration system. We can organize the learning process in such a way as to attract each student to innovate in the process of learning each discipline. This is the source of new offers and developed programs. This position was taken as the basis for conducting an experiment with students when they studied the discipline ‘Public-Public Partnership’. The result of its study is to develop proposals for developing a model of public-public partnership in Ukraine. We took as one problem. New ideas appeared in the study of each subject of discipline and supplemented the options for its solution. The main problem is the construction of public-public partnership in Ukraine. Broader segments of the population and professionals should be involved. Wider segments of the population and professionals should be involved in it and bring their innovations. Based on this, students were invited to develop the most effective and least costly models of public-public partnership.

One aspect is the construction of a public-public partnership with the involvement of a wide range of people and professionals. World practice shows the

relevance of this issue for many decades, as the partnership requires not only interaction but also cooperation of several sectors: State (central and local authorities); Non-governmental organizations (public associations); Economic sector (business, entrepreneurship). Their partnership is important both for each partner and for society as a whole. However, there is no single general opinion on the content of such a partnership. Often, the content of the partnership is seen as follows: contacts between two or more parties; establishment of any form of cooperation; the establishment of contractual relations involving strictly defined rights and obligations. It is believed that the result of a partnership is only when the contacts between the partners are aimed at constructive cooperation, and not on the confrontation. Each state produces its own models for building such a partnership. The introduction of foreign experience is only the basis for building up its own model. The development of a very own model of building a public-public partnership, taking into account the traditions, peculiarities of state formation and development, is relevant to Ukraine.

We also took into account the fact that successful models of public-public partnership exist in the countries of the world. These models did not give the desired result in practice in Ukraine.

Analysis of recent research and publications. Scientists and practitioners of the world do not have a common view of public-public partnership. Model or model examples are given in foreign publications. We allocate some of them. Certain organizational structures provide support and development

for such a partnership. For example, the Center for Public Partnership and Research (CPPR) in the United States provides assistance to partners in solving complex social problems through targeted research and evaluation as well as integrated management of project management systems [1]. This Center has more than 50 grants in the field of early childhood, social protection of children, prevention of child abuse, education and solving of high-risk families. This Center works together government, public and non-governmental organizations to introduce research, capacity-building and major changes.

The second example relates to the long history of partnering military institutions with municipalities and other government organizations [2]. These are the results of RAND Corporation's research, which are presented in official reports. This corporation is a non-profit organization that helps improve policy and policy decisions based on research and analysis. Researchers believe that a public-public partnership has a potential value for the Ministry of Defense and its institutions. Such a partnership is based on the economic efficiency of its application. The subject of partnership is some problems: infrastructure and partnership management (in such areas as: water resources, energy, environment, transport, operation and maintenance, safety, rescue services); maintenance of military personnel, members of their families, pensioners, support of civilians by the Ministry of Defense (rest, children's services, adult education, libraries, social and medical services); military missions (training, research and development). It is noted that partnership relations within the

framework of public-public partnership give many advantages to institutions and community, in particular: economic value; expanding mission; location of auxiliary services; access to resources; economic and energy benefits; expansion of opportunities for solving regional problems; construction of military-public relations; support of public values.

It is noted that partner relations require resources and time for development and not all in this partnership succeeds. There are certain barriers that can be overcome by fulfilling the following requirements: investing time and resources in partnership; definition of clear lines of responsibility within the partnership; drafting a written agreement; assistance to the initiators of the partnership; creation of the system of communications (messaging) at several levels. The partnership requires: continuous support for its development policy; technical assistance; education; exchange of information; promotion of strategic regional cooperation.

The third example concerns the construction of public-public partnerships in health in South Africa. The partnership concerns the African Regional Health Network (Equinet) and Municipal Services (MSP) [3]. Partners are the government, non-governmental organizations, state institutions and trade unions. Partnerships on an international scale are characterized by partnership development: partners come from a high-income government body along with a government body in a low-income country; cross-border partnerships between authorities of different countries, including international associations of state bodies, are

a characteristic of partnership as well. Researchers singled out the following types of partnerships: intermunicipal; government and communal institution; State body and community; Government and NGOs; State body and trade union; a high-income government body and a low-income government body; Government agencies from different countries; Government agencies of neighbouring countries.

In many countries, partnerships are developed in partnership with local populations, non-governmental organizations and trade unions or civic groups. This means that foreign specialists emphasize that the community plays a role in the management or delivery of services. An example is the development of a water supply project in Savelugu (a city in the north of Hannah). There the GWCL Company formed a partnership with the six regional committees with the support of international non-governmental organizations and UNISEF. These committees have developed tariffs. From 1998 to 2002, the proportion of households with access to safe drinking water increased from 9 % to 74 %. This is the level of infectious diseases.

Municipality's partnership with trade unions in providing water services and the establishment of new water supply organizations is popular in South Africa. The most well-known and successful projects are those relating to: restructuring of water supply and privatization agencies (Honduras); getting technical support and advice from public electricity companies (Ecuador); strengthening Citizen Control over Financing and Provision of Utilities (Brazil), as well as the development of budgeting mechanisms (budgeting

with the participation of citizens); Reducing water leaks and ensuring the continuity and reliability of supplies, which allowed the majority of the population to receive water 24 hours a day (Tegucigalpa).

Experts say that public-public partnership in Europe is most often built between two or more similar government bodies from different municipalities. This facilitates the implementation of orders on a larger scale in the same country. Such partnerships address the problems of providing utilities, water and energy. Also, district councils can combine to create a common internal audit service. For example, municipalities and health authorities have combined their budgets to address social responsibility issues in providing health services. Partnership relations may arise between different levels of government. For example, a public body that is at a higher level of government (usually a central government) can finance or guarantee the activities of a local authority. This body also contributes to the development of municipal loans in the country (Germany, France). An example of a partnership between the government and the municipality in extending housing construction, as well as bonds issue financing for school capital spending is in Canada. Examples of partnership between municipalities and health and social services to provide childcare and social assistance are in the UK, as well as between the unified cooperation and the merger of municipalities with the elimination of certain departments and offices are in Switzerland and Slovakia. Locals provide services through direct action or donation of free (free) labour in Pakistan in

solving social water supply problems. The credit agency, the municipality and citizens who donated their free labour to build water supply systems are partners.

These samples, and many others, became the basis for the formation of proposals on models of state-civil partnership in Ukraine.

The purpose of the article. The demonstration of the feasibility of attracting master's degree students to develop a state policy on the development of public-public partnership and highlighting the results of their own development, which was made during the study course "Public-public partnership in social development" is the purpose of the article.

The statement of basic materials is based on own conclusions and developments of the students of the first year of the Faculty of Public Administration of the day of studying in the specialization "Public Administration and Administration" (Department of Philosophical and Socio-Political Sciences of the Odessa Regional Institute of Public Administration of the National Academy of Public Administration under the President of Ukraine): Gordeeva Anastasya, Zaporozhets Marya, Kovaleva Lidia, Ladunska-Amoms Olga, Lisova Marina, Melnik Ruslana, Miskov Sergii, Fito Yana. The experience of foreign states became the basis for our conclusions. We determined that in countries with developed market economies, an important role in the development of modern public policy is the interaction of business and structures of public authorities' bodies. In Ukraine practical implementation of public policy at present depends on the intensity of

the search and the involvement of internal resources at regional and local levels. Today more and more popular is the format of interaction between public authorities and civil society as a public-public partnership. Therefore, among the world's proven mechanisms to enhance economic and social growth that can generate a multiplier effect a leading role in Ukraine is becoming introduction of public-public partnership, the proper definition of which was generated in the course of our work, namely: *public-public partnership* – a deliberate action of the state, as well as active and proactive activities of public administration subjects based on solidarity, aimed at training, development and creation of conditions for raising civic awareness based on the principles of partnership, resulting in the creation and development of social economy, public sector, public organizations, leading to higher living standards and GDP growth.

The definition of "deliberate act of state", according to our investigations, characterized in that it provided in creating a legal framework, a special tax, customs, fiscal regimes for the development of social economy, attracting donors and developing partnerships between the actors of public administration and donors, non-governmental organizations, public associations, creating a grant system. There are a number of legal documents that govern public-public partnership in Ukraine [4–9]. The analysis of these documents was carried out by us from the point of view of the presence of factors of development of successful and effective interaction between the state and civil society (tab. 1).

Analysis of the factors of development of successful and effective interaction between the state and civil society in legal acts of Ukraine

Legislation/factors of successful and effective cooperation between the state and civil society	freedom	market competition	social diversity	encouraging individual innovation that benefits the whole society	determining mutual rights and obligations of the state and society	negotiation	allocation of resources	establishing different modes of representation and accountability	functions of government and public institutions
Law of Ukraine "On public associations"	+		+		+	+	+	+	+
The Law of Ukraine "On Principles of Regulatory Policy in Economic Activity"			+		+	+		+	
"The strategy of public administration reform in Ukraine 2016–2020 years" (CMU's Resolution "Some issues of public administration reform Ukraine" dated 24 June 2016, the Number 474-p)	+		+						
The Law of Ukraine "On the principles of domestic and foreign policy"	+	+	+			+			+

We also concluded that there was unfortunately no such thing as social economy enterprises and non-governmental organizations whose functions had to be making money on the region for its social and economic development. However, the implementation of state and public policy at present depends on the intensity of the search and the involvement of internal resources at regional and local levels. In fact, this is an extensive system of partnership between the state, non-governmental organizations and the economic sector, which is based on the civic consciousness (Fig. 1).

In view of the above, the development of public-public partnership state

should be aimed at creating the legal framework, a special tax, customs, fiscal regimes for the development of social economy, attracting donors and developing partnerships between the actors of public administration and donors, NGOs, community associations and the economic sector. Continuing our research, we stopped focusing on such a concept as "partnership" and came to the conclusion, that the partnership understands in the world in different ways (Table 2), in particular, this concerns problems: the economy; water resources; judge practice; non-governmental organizations; interstate partnership; human potential; mental

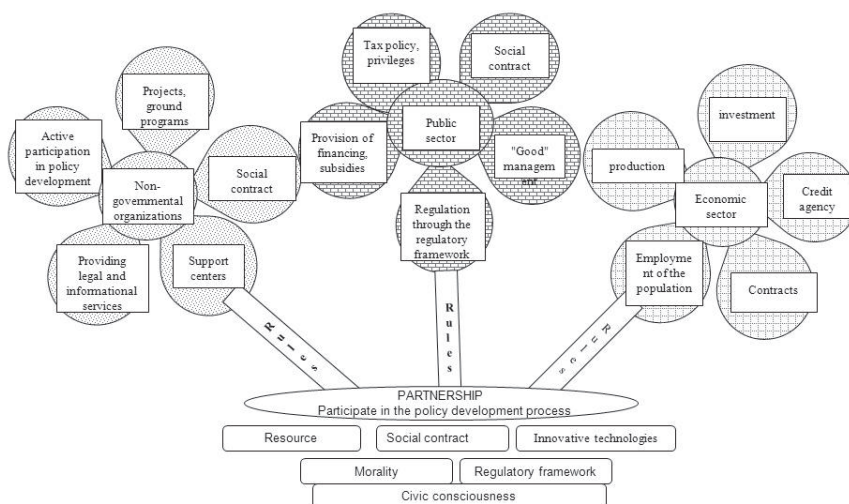


Fig. 1. Scheme of public-public partnership (Author's development of students)

health; new technologies of communication; innovation; participation and employment of people with disabilities;

disabled people; improvement of information and communication technologies, etc.

Table 2

Understanding Partnership in Legal Documents (International Practice)

Practice (Partnership – is...)	Legal acts governing partners	Reports on the project within the partnership
1	2	3
promotion, information exchange and partnership	<i>Provision of sustainable financing activities under the UN Convention</i>	Report on data analysis IOM at the 7 th meeting of the Conference of the Parties
Partnership – attracting and prevention of industrial accidents; Reducing frequency and severity; Mitigating the cross-border impact. Forming strategic partnerships for the organization of joint activities aimed at strengthening industrial safety and addition of one another (strategic planning)	<i>The long-term strategy for the Convention on Trans boundary Effects of Industrial Accidents</i>	–
partnership should be a voluntary initiative/project collaboration, performing public management bodies and relevant stakeholders, such as international organizations, NGOs, the private sector; <ul style="list-style-type: none"> • They should focus on the region and EECCA implemented internationally (through bilateral and multilateral programs) or national / territorial levels; • they must help achieve the objectives of the Strategy for environmental partnerships EECCA and should not substitute for the commitments made by governments and complement them; 	<i>Ministries' Conferencing "Environment for Europe": report on implementation of partnerships in Eastern Europe Caucasus and Central Asia (Submitted by a special working group on the implementation of the Program of Action for the Environment in Central and Eastern Europe through the Ad Hoc Working Group of Senior Officials)</i>	Report on the implementation of partnerships in Eastern Europe, Caucasus and Central Asia

1	2	3
<ul style="list-style-type: none"> • they must represent initiatives/projects secured provided with funding cooperation at the project level (micropartnership) partnership focused on water management (IWRM and VCG), the preservation of biodiversity, the waste and chemicals 		
<p>Interstated platform to promote cooperation and sustainable management of water resources in the pan-European region</p>	<p><i>The draft vision of the Convention on trans boundary waters in the future</i> Economic Commission for Europe Meeting of Parties on the Convention for the Protection and Use of Trans boundary Watercourses and International Lakes; (Work group of integrated water resources management – seventh Meeting in Geneva, July 3 and 4, 2012) The Working Group on Monitoring and Evaluation thirteenth Meeting Geneva, 3 and 4 July 2012 Item 14 of the provisional agenda draft program of work for 2013–2015 and draft prospects in the implementation of the Convention in the future)</p>	<p>–</p>
<p>Commission calls on countries that have not yet taken steps to use the full potential of ICT as a means of significantly improving public involvement in decision-making on environmental issues, properly develop technically equipped national programs and strategies to ensure electronic public participation in such decision solutions</p>	<p><i>Economic Commission for Europe Meeting of Parties of the Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters</i> The Working Group of the Parties, Ninth meeting Geneva, 13–15 February 2008 Item 8 of the provisional agenda digital media design solutions for electronic media and information coordination mechanism. Draft decision prepared by the Bureau with the assistance of the secretariat</p>	<p>–</p>
<p>Implementation support tools ESD in schools (eco games, online courses), school teachers, etc. The participation of general public in the preparation of the National Report on ESD. Partner network of support for ESD;</p>	<p><i>Progresses in Ukraine in implementing the UNECE Strategy for Education for Sustainable Development (ESD) for the years 2014–2015</i></p>	<p>–</p>

1	2	3
<ul style="list-style-type: none"> • Strengthening environmental management system based on the capacity of civil society organizations, implemented under the UNDP-GEF Small Grants Program 		
<p>Increasing transparency, improving public access to information and promoting public participation in decision-making.</p> <p>Involving community organizations in inter-governmental meetings, capacity building for private sector involvement NGOs to intergovernmental meetings, while providing everything necessary for their constructive work to facilitate the implementation of the Convention with governments and the private sector.</p> <p>Capacity building for the private sector, provision with interaction with responsible contact persons from governments and among the objectives of the training</p>	<p><i>Joint anti-corruption activities of UNODC and civil society structures</i></p>	<p>–</p>
<p>a) take measures to further develop the program of work of adjusting to changing circumstances and to prevent as much as possible duplication of water related activities of other United Nations bodies and other international organizations;</p> <p>b) the nomination of initiatives to enhance the implementation of the Convention;</p> <p>c) other tasks assigned to it by the Meeting of the Parties.</p>	<p><i>Meeting of the Convention on the Protection and Use of Trans boundary Watercourses and International Lakes</i></p> <p>Economic Commission for Europe Seventh Session Budapest, 17219 November 2015 Items 4, 5, 6, 7 and 9 of the provisional agenda Review of past activities and discuss future activities in different areas of work</p> <p>Opening Convention Cooperation partners Cooperation Protocol on Water and Health program of work for 2016–2018 years, the terms of reference of bodies established to implement it and the resources necessary for its implementation</p> <p>The draft program of work for 2016–2018 years</p>	<p>appropriate reports to the Conference of the Parties.</p> <p>activities carried by coordinated centers that will regularly report on their advocacy</p>
<p>Partnership to deal with problems without borders, to respond to new problems with drugs, crime and terrorism, UNODC adopted a new medium-term strategy relevant to changing world</p>	<p><i>UNODC Strategy for 2008–2011</i></p>	<p>–</p>
<p>Partners have always played a key role in the implementation of the Convention (...) implementation of the Convention at the global level is not possible without additional partnerships</p>	<p>Meeting of the Convention on the Conservation and Use of Trans boundary Watercourses and International Lakes</p> <p>Economic Commission for Europe</p> <p>The Working Group on Inte-</p>	<p>–</p>

1	2	3
	<p>grated Water Resources Management Seventh meeting * Geneva, 3 and 4 July 2012</p> <p>The Working Group on Monitoring and Assessment Thirteenth meeting * Geneva, 3 and 4 July 2012 Item 14 of the provisional agenda draft program of work for 2013–2015 and the draft prospects of implementation of the Convention in the future design vision of the Convention on trans boundary waters in the future</p>	
<p>Network policy development in the field of renewable energy in the XXI Century (REN-XXI) and the International Energy Agency (IEA) for their commitment to the work of the Expert Group and its Bureau, highlighting progress in preparing the report on the status of renewable energy and called for further interaction with key partners in this regard</p>	<p><i>Report of experts on renewable Energy on its second session</i></p> <p>Economic Commission for Europe Committee on Sustainable Energy Group Experts on renewable energy Second session Geneva, 12–13 October 2015</p>	<p>–</p>
<p>regional economic cooperation and integration assistance in the creation of four working groups of experts in specific fields and promote their activities</p>	<p><i>Economic and Social Commission for Asia and the Pacific</i></p> <p>Seventy second session Bangkok, 15–19 May 2016 Item 3 of the provisional agenda – Consideration of issues related to supporting the structure of the Commission, including the work of regional institutions overview progress made in implementing the resolutions Commission</p>	<p>–</p>
<p>Joint work of Member States to “create a strong infrastructure, co-action to ensure comprehensive and sustainable industrialization and innovation” requires large investments in infrastructure and innovation.</p>	<p><i>Committee on innovative, activities and public-private partnership</i></p> <p>Economic Commission for Europe Ninth session Geneva, 3–4 September 2015 Item 1 of the provisional agenda Adoption of the agenda Annotated provisional agenda of the ninth session 1</p>	<p>–</p>
<p>Practices ads conflicts of interest and prevention or announcement by judges any affiliation to social causes that may cause the perceived or actual conflict recognized</p>	<p><i>Strengthening the judicial honesty and integrity with the use of financial disclosure for judges</i></p>	<p>–</p>

1	2	3
<p>the existence of both public and non-public registers of assets and incomes of judges in a significant number of countries and made an agreement that "it will be a good measure for preventing corruption".</p> <p>Unique platform judges worldwide to share best practices, support and advice to each other and the development of tools and materials designed to guide the courts in their efforts to strengthen the integrity of justice and the prevention of corruption in the justice system</p>		
<p>Strengthening national statistical systems to monitor the achievement of sustainable development and monitoring progress to achieve them, and to replenish lack specific data.</p> <p>On development issues, in order to assist countries in connection with the introduction of indicators to achieve the objectives of sustainable development and strengthening statistical capacity</p>	<p><i>Statistical Commission Forty-eighth session 7–10 March 2017</i></p> <p>Paragraph 3 (a) of the provisional agenda * Matters for discussion and decision: data and indicators for the agenda of sustainable development for the period 2030</p> <p>Work on reviewing the achievement of sustainable development General</p>	<p>Annually and report \ On progress towards sustainable development</p>
<p>Restoration and revival of balanced economic growth</p> <p>Investing in people</p> <p>Decision of total environmental issues</p> <p>The balance of interests and social justice</p>	<p><i>UN Special Program for Economic and Central Asia (SPECA)</i></p> <p>Economic Forum 2016 "Improving the efficiency of Zur-based collaboration" Ganja, Azerbaijan, November 22–23, 2016</p> <p>Achieving sustainable development in North and Central Asia Session II: Review of the implementation of sustainable development in National level Session IV: Environmental sustainability and resource efficiency</p>	<p>–</p>
<ul style="list-style-type: none"> • International cooperation is crucial for the realization of the MDGs for all, especially for people with disabilities, including persons with mental health and mental disorders. Efforts should cooperate to ensure access and participation of disabled people in all policies MDGs and their implementation, in order to ensure that they are agents and beneficiaries of development. • The least developed countries that are landlocked, countries and small island that are developing, have essentially unaddressed mental health and psychological needs. • New technologies, such as those relating 	<p><i>Mental health and development: Integrating mental health into all development efforts, including the MDGs</i></p>	<p>–</p>

1	2	3
<p>to information and communications should be available for persons with intellectual and mental disabilities.</p> <p>Efforts on cooperation should ensure the participation of people with disabilities, including persons with intellectual and mental disabilities.</p> <p>Efforts on improving information and communication technologies, the need to integrate mental health and disability perspectives</p>		

Different definitions of partnership exist in the Ukrainian legislation: in existing documents and in those that have become invalid (Table 3).

Table 3

Understanding partnership in legal documents of Ukraine

Practice	Legal acts governing partners	Reports on the project within the partnership
1	2	3
<i>Partnerships</i> – providing openness and transparency in decision-making, their compliance with the expectations of citizens.	ACTION PLAN the proposed initiative “Partnership” Open Government “in 2016-2018(APPROVED Cabinet of Ministers of Ukraine of 30 November 2016, the. number 909-p) [10]	+
Support for joint management of supplies	On signing the Agreement between Ukraine and NATO support and delivery of partnership support joint management of supplies <i>Cabinet of Ministers of Ukraine of 02.11.2016 number 801-p</i> [11]	–
Cooperation between the parties aimed at ensuring improvements in the transparency of government bodies, promoting the reduction of corruption and prevent unfair (dishonest) behavior regarding business entities in Ukraine	Memorandum of partnership and cooperation between the Ministry of Justice of Ukraine and the Council <i>Memorandum Ministry of Justice of Ukraine; business Council</i> [12]	–
On cooperation in the field of biological and chemical security and nuclear/radiological protection in the framework of the Group of Seven “Global Partnership against the Spread of Weapons and Materials of Mass Destruction”	Agreement (by exchange of notes) between the Cabinet of Ministers of Ukraine and the Government of the Federal Republic of Germany on cooperation in the field of biological and chemical security and nuclear / radiological protection in the framework of the Group of	–

1	2	3
	Seven“Global partnership against the Spread of Weapons and Materials of Mass Destruction” <i>Agreement of the Cabinet of Ministers of Ukraine; Germany; International document, dated 07.28.2015, 03.04.2015</i> [13]	–
On cooperation in the field of biological and chemical security and nuclear/radiological protection in the framework of the Group of Seven “Global Partnership against the Spread of Weapons and Materials of Mass Destruction”	<i>Cabinet of Ministers of Ukraine</i> On approval of the Project Agreement (by exchange of notes) between the Government of Ukraine and the Government of the Federal Republic of Germany on cooperation in the field of biological and chemical security and nuclear/radiological protection in the framework of the Group of Seven “Global partnership against the Spread of Weapons and Materials of Mass Destruction” <i>of 22.07.2015 number 763-p</i> [14]	–
On appropriate cooperation on Consultation, Control, Communications, Intelligence, Surveillance and Reconnaissance	MEMORANDUM of Understanding between Ukraine and NATO Communications and Information, represented by General Manager of the Agency NATO Communications and information concerning cooperation on consulting, control, communications, intelligence, surveillance and reconnaissance within the NATO “Partnership for Peace” <i>Memorandum of the Cabinet of Ministers of Ukraine; NATO; Sample Agreement, International Document of 04.24.2015</i> [15]	+ All written documents, correspondence and reports submitted by Parties will be English
Cooperation within the framework of the “RSKYU” project the according to areas and conditions and principles specified in this Agreement	AGREEMENT Partnership between Ukraine and the Supreme Court of Canada Consulting Ltd. Ahritim. concerning the project “Reform of the criminal justice system for minors in Ukraine” Signature Date: 19/12/2012 Effective date for Ukraine: 19/12/2012 [16]	–
<i>Partnership and cooperation</i> between Ukraine and the European Communities and their Member States, on the	Since LAW OF UKRAINE On ratification of the Protocol to the Agreement on Partnership and Cooperation between Ukraine and	+ Parties notify each other through diplomatic channels that

1	2	3
Framework Agreement between Ukraine and the European Community, on the general principles for Ukraine's participation in Community programs	the European Communities and their Member States, on the Framework Agreement between the European Community and Ukraine, on the general principles for Ukraine's participation in Community programs [17]	the procedures required for becoming valid Protocol (attached)
Public-private partnership – cooperation	<i>Law of Ukraine</i> On public-private partnership from 01.07.2010 № 2404-VI [18]	–
social partnership – cooperation of public authorities, employers and trade unions in the definition and implementation of coherent socio-economic policy, employment policy relations and relations between employers and trade unions aimed at ensuring the coordination of their interests in accordance with the law	Model Law on Social Partnership Adopted at the twenty-seventh plenary session of the Interparliamentary Assembly of CIS (Decree № 27–14 of 16 November 2006) [19]	+ The parties that have signed the collective agreement, report on During its performance at the general meeting (conference) of the labor team in terms stipulated by the collective agreement, but not at least once a year
Partnership for Africa's development	United Nations Declaration on the New partnership for Africa's development; Declaration Resolution, International Document of 16.09.2002	–
to promote interregional economic cooperation, integration of Ukraine into the European and world economics pace	International Forum on Economic Cooperation "Partnerships in the name of peace and development" (Order of the President of Ukraine of 14.07.2001 number 191/2001-rp) [20]	–
Alliance Member States and the other states subscribing to this document, resolved to deepen their political and military ties and further enhance security in the Euro-Atlantic area, hereby establish within the framework of the NACC "Partnership for Peace". Partnership is established as an expression of common conviction that stability and security in Euro-Atlantic region can be achieved only through cooperation and joint action	[International Act] Partnership for Peace Framework Document NATO; Statement by International Document 10/01/1994 [21]	

Having generalized the knowledge, we concluded that partnership — is a set of activities, compatible forms of cooperation to solve important social problems in which both parties are responsible for one another (the state responsible for the public, and the public for the state). In view of the above mentioned, we can conclude that our scheme (Fig. 1) is not perfect, because it does not reflect forms of cooperation sectors i. e. this old management model. Since this new model provides partnership between sectors for a more efficient activity, which is provided by a clear definition of needs locally in each sector and in, general in Ukraine, and reducing time needed to resolve issues (Fig. 2).

Creating a public-public partnership, according the new approach involves the origin of the social economy — a system of social and economic relations based on diversity of ownership, freedom of entrepreneurship,

healthy competition in the conditions of strong social policies which provide a decent standard of living and ensure its social protection based on the high level of economic development of regions and Ukraine in general. Public organizations are unitary enterprise based on the ownership of public organizations or associations to carry out economic activities specified in the statute, for profit. Modernization vector of public-public partnerships should aim at achieving the highest possible level of coordination of economic public interest entities. The degree of coordination of socio-economic interests of economic entities and their implementation through the institute of public-public partnership forms a social community resilience and competitiveness of economic country development. Features of public-public partnerships include the joint activities of state and non-state actors, agreement-making by public authorities' bodies with the

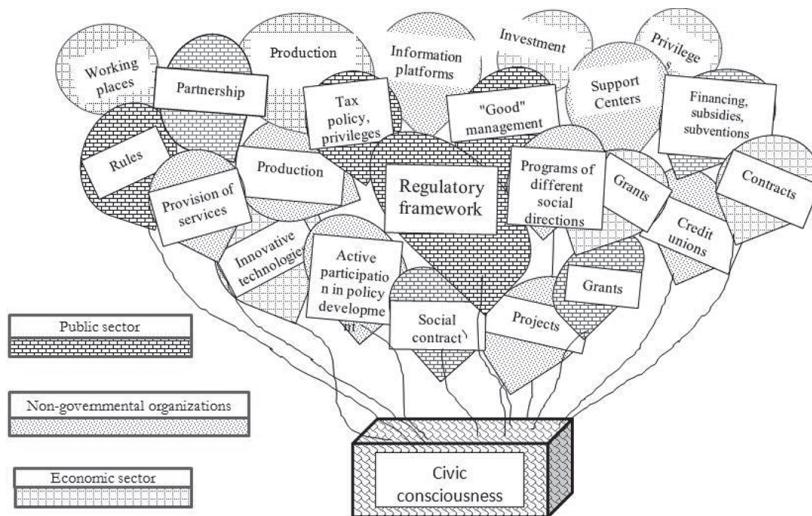


Fig. 2. Model public-public partnership between sectors
(Author's development of students)

representatives of public delegation of power. A more detailed analysis of foreign ideas led us to understanding that civil society – is a condition for democratic governance and for more rapid and efficient development of civil society, able to solve social problems and to contribute to the GDP of the state. Therefore, we have developed our own model of civil society (Fig. 3–10).

With properly constructed public-public partnerships through information platform one can provide applications to competitions for grants and implement their own projects for the development of Ukraine. We have analysed the main areas of grant programs for the period from 2008 to 2015. The research results are presented in Table 4.

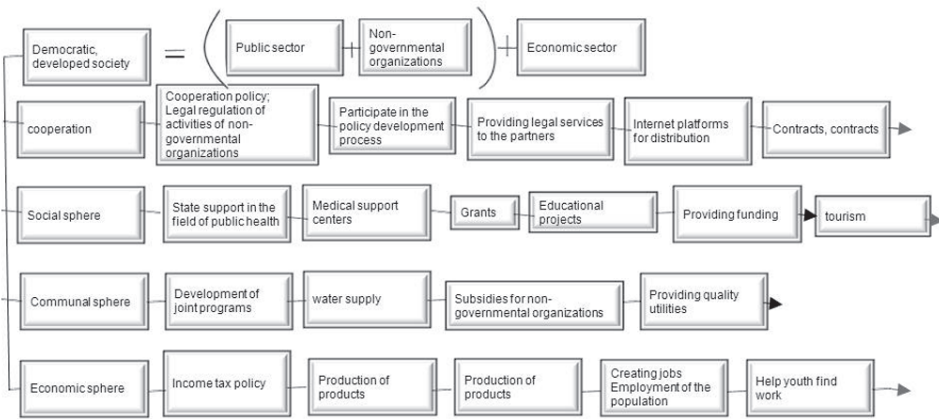


Fig. 3. Author's model proposed by Gordeeva Anastasya

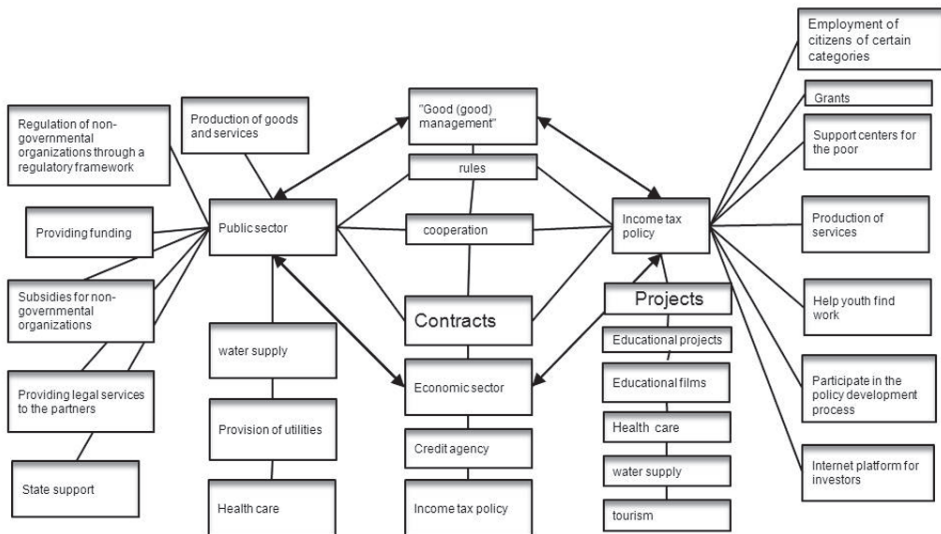


Fig. 4. Author's model proposed by Kovalova Lidia

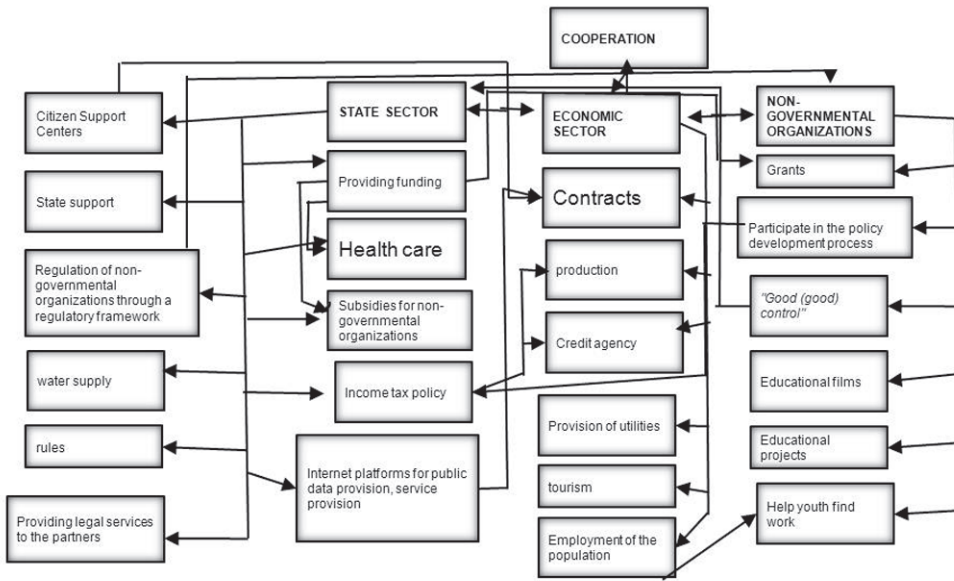


Fig. 5. Author's model proposed by Ladunska-Amoms Olga

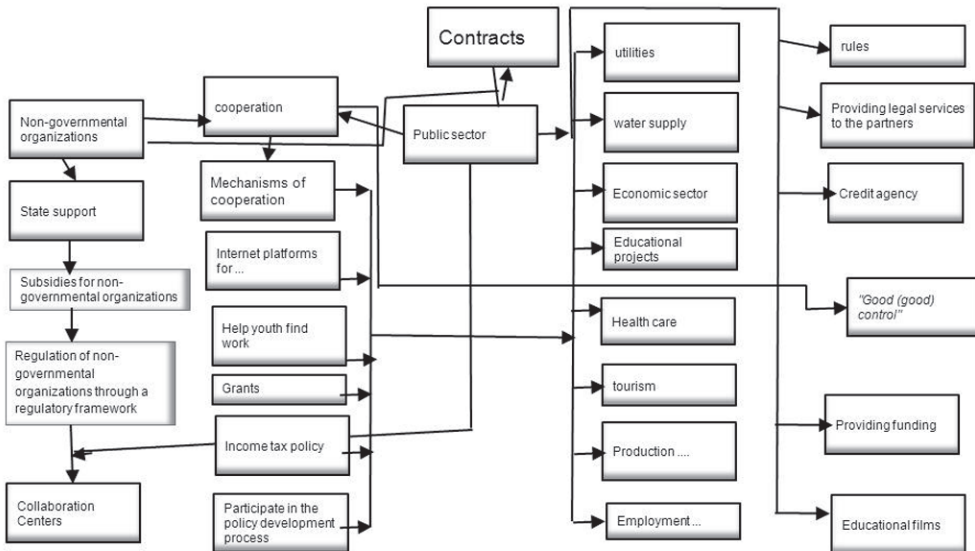


Fig. 6. Author's model proposed by Zaporozhets Marya

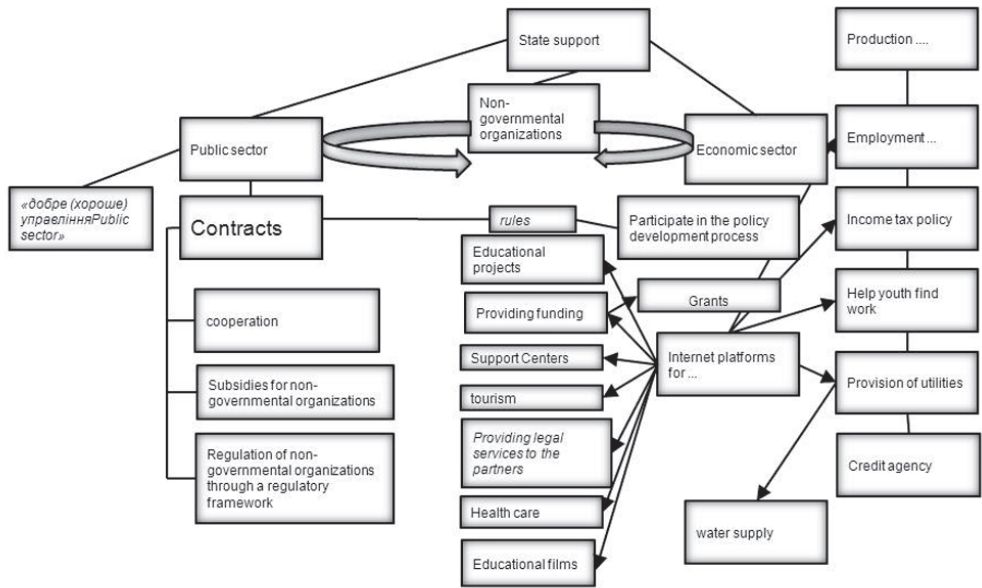


Fig. 7. Author's model proposed by Lisova Marina

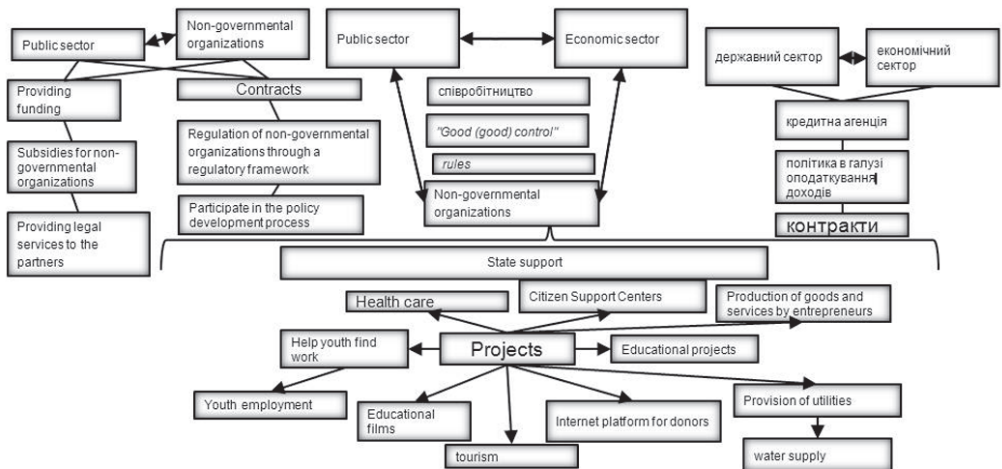


Fig. 8. Author's model proposed by Melnik Ruslana

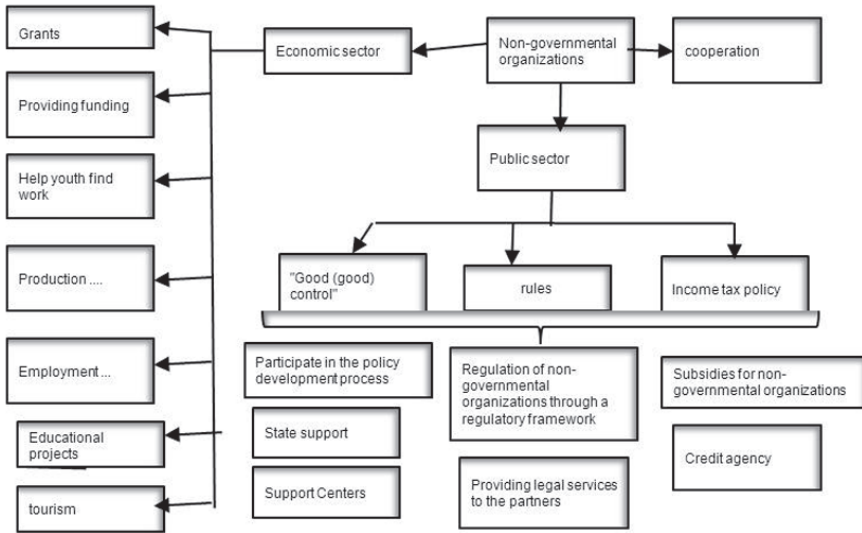


Fig. 9. Author's model proposed by Miskov Sergii

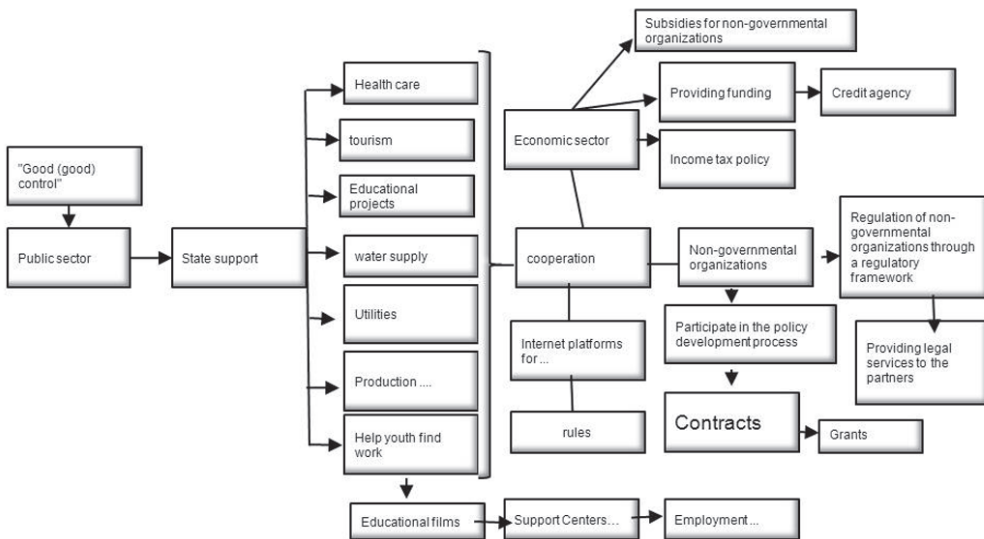


Fig. 10. Author's model proposed by Fito Yana

We concluded that problems of realization of projects on public-public partnership are the lack of experience of effective state management of pub-

lic infrastructure in market conditions. That is why we consider it is necessary to create conditions for the operation of public-public partnerships, such as:

- allocation of funding; Creating facilities and resources;
- program development;
- consolidate the legal framework aimed at comprehensive development;
- creation grant system.

Table 4

Analysis UN Grants

Source	Grant	State	Key figures	Artists	Result	Expediency in Ukraine
1	2	3	4	5	6	7
UN	Promote and support democracy. 2014	All states	projects related to active social activities, the rule of law and human rights, consolidation of women's rights, increased activity of youth public life, fixing the position of civil society in its dialogue with the government, the media and freedom of information	NGO	Promote and support democracy	+
UN	Financing tuberculosis control 2009	Belarus	Thanks to a grant, preventive measures will be covered about 34 thousand injecting drug users (IDUs), 24,000 men who have sex with men (MSM), 8.5 thousand female sex workers (CSWs) and 50,000 prisoners. The project provides for updating existing and developing new programs for schools, teachers and parents. By 2014, 90 % of schools will have been included into their programs of study in the field of HIV prevention. In addition, in 10 religious institutions of the country will be courses on AIDS. It is also expected to create favorable conditions at the national and local levels to achieve universal access to prevention, treatment and care and strengthening of national human resource strategy in the health system	Ministry of Health	By the end of 2014 with antiretroviral combination therapy will be provided 4,000 people living with HIV (MZHO), which will be 95 % of the total MZHO in need of therapy. It is also expected to create favourable conditions at the national and local levels to achieve universal access to prevention, treatment and care and strengthening national human resource strategy in the health system	+

Continuation of Table 4

1	2	3	4	5	6	7
UN	strengthening democracy and human rights 2008	115 countries	UN Democracy Fund announced a call for proposals, the best of which will be awarded grants. The fund provides grants to winners up to 500 thousand US dollars to projects designed for two years. During the previous four contests foundation has supported over 330 projects in 115 countries totalling 93 million US dollars	Non-governmental organizations	The winners will receive grants to finance activities in the development, maintenance of law and human rights, strengthening democracy, expanding participation of youth and women in society, media development. Applications under go a rigorous selection process	+
UNICEF	development of the North Caucasus region the program aimed at the development in the North Caucasus youth entrepreneurship 2012	North Caucasus (Dagestan Republic, Ingushetia Republic, Kabardino-Balkar Republic, Republic of North Ossetia-Alania, the Chechen Republic	The program focuses on the development in the North Caucasus of youth entrepreneurship proactive participation of young people who are ready to make your first step in creating your own small business and youth organizations	Non-governmental organizations	Economic independence	+
FJORD	"Greenprojects" 2013	All states	Transport, wind energy on-shore wind on the sea; Heat pumps; Energy saving Solar (Photovoltaics); Solar Thermal insulation (thermal); Waste; Biofuel; "Smart" meters; Biomass/biogas; superconductivity; Hydropower; Balancing; Liquefaction of biomass/gas		Features industry <ul style="list-style-type: none"> • High capital intensity of new technological developments • link between technology developers and end-asset owners-developers • A huge investment in con 	+

Continuation of Table 4

1	2	3	4	5	6	7
					<p>struction assets as payback for the necessary guarantees and subsidies</p> <ul style="list-style-type: none"> • High capital intensity of new technological developments • link between technology developers and end-asset owners – Developers <p>Needed huge investment in building assets as payback for the necessary guarantees and subsidies</p> <ul style="list-style-type: none"> • Technology <ul style="list-style-type: none"> o Early stage, but large capital o Expertise, Technology o Reliance on statistics o Bet on the team, the team select and implement projects o Unable to master significant capital o Local business • Infrastructure <ul style="list-style-type: none"> o Huge investments. o not engage in selection (Local business) <p>=> synergy with developers</p> <ul style="list-style-type: none"> o The high predictability of cash flows => low risk 	

1	2	3	4	5	6	7
The Global Fund to fight HIV / AIDS	Fighting HIV 2010	Ukraine	The Fund plans to provide 151 million dollars for the implementation of five-year program “Support for HIV / AIDS prevention, treatment and assist the most vulnerable people in Ukraine”. In the first phase of the program (August 2007 – July 2009) Ukraine will receive from the Fund 29,600,000 US dollars. After that, the Foundation Board will review how these funds were used and decide on further funding	Two NGOs - Ukrainian Network of People Living with HIV /AIDS and the International HIV/AIDS Alliance in Ukraine	The main objective of the new program – reduction of HIV transmission and morbidity and mortality from it by providing assistance to the most vulnerable groups – drug users, prisoners and women who provide commercial sex services	+
UN Foundation	Financing projects for women’s empowerment 2011	Yemen, Africa, Asia, Latin America, Eastern Europe and Central Asia	Help women in their quest for democracy, equality and political participation. The Fund for Gender Equality, initiated by Spain, is engaged in programs that expand economic opportunities for women and/or their political participation at local and national levels	UN state-members, the private sector and individuals	e x p a n d i n g economic opportunities for women and/or their political participation at local and national levels	-
UN Department of Economic and Social Affairs	“Supplying the future that we want” 2015	All States	on leadership and innovative developments in the field of energy for sustainable development	individual, organization or company	promoting sustainable energy development through the funding of future capacity-building activities in this field	+

We must note that in recent years, the issue of public-public partnership has become an important and integral negative interaction of business and social structures of government. As a result of this interaction, we get a raise living standards, namely: *The labor market, employment* – ensuring full, productive employment, expansion of employment

by creating new jobs, deshadowing of employment; *Incomes and wages* – raising wages, prevent wage arrears at economically active enterprises of the city, improve people’s lives; *Social Protection* – ensuring the right to social security, based on giving to those who are in difficult circumstances, complex social benefit services, taking into ac-

count the new realities. Activities of social benefit services built on constant analysis and feedback; *Education* – improve learning conditions and education of children, youth, creating conditions for ensuring access to quality education based on timely and full financing of the budget sector; *Development of Information Space* – improve the quality of city management and active ensuring of government transparency; search for innovative solutions to urgent problems of the city on the basis of free access to information, its exchange and create high-quality market information products; software to create a modern image of the city, increasing its attractiveness and competitiveness in the region and Ukraine; further development of infrastructure; *Health care population*, aimed at realization of the rights of local community residents to obtain qualified primary and specialized medical care, preservation and improvement of health, the inte-

rests and needs of people in health care, management of financial and material resources.

One cannot ignore the large dependence of success of socio-economic development from innovative factors. Public-public partnership is realized in the construction of regional innovation system, innovative development as a means of improving competitiveness, capacity of the region; innovation culture; forming consortia partners for joint projects; model of interaction in the chain “education-science-business-government-community”. This partnership concerns the existence of a community mutually interested, interacted, creative individuals and functional structures involved in most of the regional innovation system.

So, given the experience of the US, Britain we propose to create a system of public-public partnership Department of Social Innovation as follows (Fig. 11).

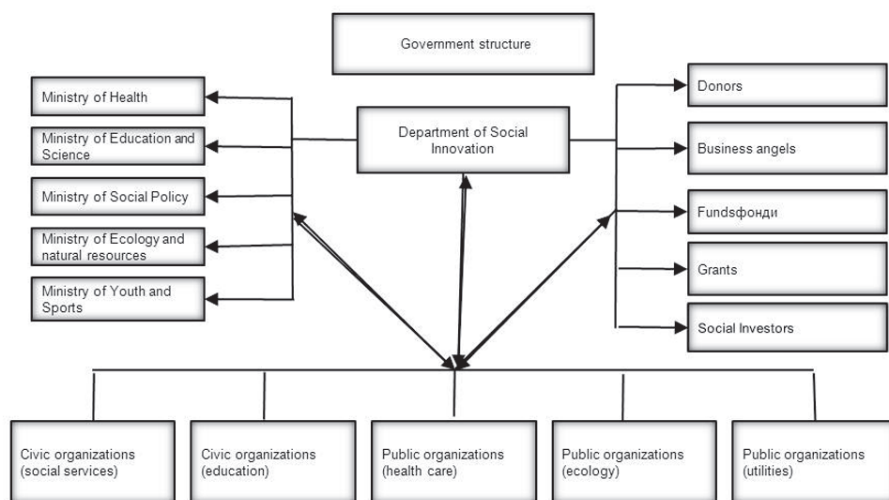


Fig. 11. Author’s development: Department of social innovations in public-public partnership

At the local level, creating structures of public-public partnership envisages involvement of local communities to manage local infrastructure. As a result of this work we propose by the order of the director of the Institute to create Consultation Center (hereinafter – Center) wanting to train citizens, public organizations that want to create a strong region in attracting public-public partnership. The process of establishing a public-public partnership should go through the information platform under which representatives of community partnerships are trained.

The work of the Center will be provided by the following methods: counseling; conducting and creating regular training programs; implementation of joint projects and initiatives; signing agreements on mutual understanding and cooperation. The objectives of the Center include: conducting the international conferences; conducting collective consultations on specific issues and strategies; creation and content the website information (database of organizations, foundations and similar institutions which have a formal partnership with the Center) to strengthen relationships and increase visibility of cooperation; involvement for the development and implementation of activities of the Center; publication of any other relevant information about the partners; cooperation with the world organization of the UN and UNESCO. Center work will allow: improve the efficiency and effectiveness of the implementation of programs/activities; enhance the visibility and impact of the Center's action, and the presence at global, regional and governmental level; strengthen the implementation and

control of the regulatory framework; increase their potential for achievement of all segments of the population to be beneficiaries of the Center's action; attract investors and grants for programs; multiply the results of the Center.

Further, by own example you can pass experience for opening similar centers and work on a more global level.

Conclusions. Student work demonstrates a large number of approaches to solving one problem with the same derivative data. These proposals can become the basis for developing a state policy on state-civil partnership. The creation of the proposed Center and the development of its work can be a significant tool for the authorities to solve a number of national problems.

REFERENCES

1. *The site* Wikipedia “Public–public partnership” (2017), available at: https://en.wikipedia.org/wiki/Public%E2%80%93public_partnership (Accessed 16 august 2017).
2. *Beth E. Lachman, Susan A. Resetar and Frank Camm* (2016), “Military Installation Public-to-Public Partnerships”, available at: http://www.rand.org/pubs/research_reports/RR1419.html (Accessed 16 august 2017).
3. *David Hall, Jane Lethbridge and Emanuele Lobina* (2005), “Public–public partnerships in health and essential services”, available at: <https://pdfs.semanticscholar.org/e646/f646d-3cba42e600f8537af4c94125e878c60.pdf> (Accessed 16 august 2017).
4. *The Verkhovna Rada of Ukraine* (2013, 2015/2016), The Law of Ukraine “On the Strategy of the State Policy of Supporting the Development of Civil Society in Ukraine and the Priority Measures for its Implementation”,

- available at: <http://zakon3.rada.gov.ua/laws/show/212/2012> (Accessed 16 august 2017).
5. *President* of Ukraine (2012/2016), The Law of Ukraine “About the Action Plan on the Implementation in 2013 of the Strategy of the State Policy for Promoting the Development of Civil Society in Ukraine”, available at: <http://zakon3.rada.gov.ua/laws/show/342/2013> (Accessed 16 august 2017).
 6. *The Verkhovna Rada* of Ukraine (2010, 2014, 2017), The Law of Ukraine “About the foundations of domestic and foreign policy”, available at: <http://zakon2.rada.gov.ua/laws/show/en/2411-17> (Accessed 16 august 2017).
 7. *The Verkhovna Rada* of Ukraine (2010), The Law of Ukraine “On Social Dialogue in Ukraine”, available at: <http://zakon2.rada.gov.ua/laws/show/2862-17> (Accessed 16 august 2017).
 8. *The Verkhovna Rada* of Ukraine (2013), The Law of Ukraine “About public associations, available at: <http://zakon2.rada.gov.ua/laws/show/4572-17> (Accessed 16 august 2017).
 9. *The Cabinet* of Ministers of Ukraine (2010, 2011, 2014, 2015), The Law of Ukraine “On ensuring public participation in the formation and implementation of state policy”, available at: <http://zakon3.rada.gov.ua/laws/show/996-2010-%D0%BF> (Accessed 16 august 2017).
 10. *The Cabinet* of Ministers of Ukraine (2016), The Law of Ukraine “On Approval of the Action Plan for the Implementation of the “Open Government” Partnership Initiative in 2016-2018”, available at: <http://zakon2.rada.gov.ua/laws/show/4572-17> (Accessed 16 august 2017).
 11. *The Cabinet* of Ministers of Ukraine (2016), The Law of Ukraine “About the signing of an agreement between the Government of Ukraine and the NATO Support and Supply Partnership on support for joint management of supply items”, available at: http://search.ligazakon.ua/l_doc2.nsf/link1/KR160801.html (Accessed 16 august 2017).
 12. *The Cabinet* of Ministers of Ukraine (2014), The Law of Ukraine “Memorandum of Understanding between the Government of Ukraine and the Organization for Economic Co-operation and Development to deepen co-operation”, available at: http://zakon4.rada.gov.ua/laws/show/966_003 (Accessed 16 august 2017).
 13. *The Cabinet* of Ministers of Ukraine (2015), The Law of Ukraine “Agreement (in the form of an exchange of notes) between the Cabinet of Ministers of Ukraine and the Government of the Federal Republic of Germany on cooperation in the field of biological and chemical safety and nuclear/radiological protection within the framework of the Seven Group Initiative “Global Partnership against the Proliferation of Weapons and Materials of Mass Destruction”, available at: http://zakon3.rada.gov.ua/laws/show/276_101 (Accessed 16 august 2017).
 14. *The Cabinet* of Ministers of Ukraine (2015), The Law of Ukraine “On approving the draft Agreement (in the form of an exchange of notes) between the Cabinet of Ministers of Ukraine and the Government of the Federal Republic of Germany on cooperation in the field of biological and chemical safety and nuclear / radiological protection within the framework of the Seven Group Initiative “Global Partnership against the Proliferation of Weapons and Materials of Mass Destruction”, available at: <http://zakon2.rada.gov.ua/laws/show/763-2015-%D1%80> (Accessed 16 august 2017).

15. *The Cabinet* of Ministers of Ukraine (2015), The Law of Ukraine “A Memorandum of Understanding between the Government of Ukraine and the NATO Communications and Information Organization, presented by the NATO Communications and Information Agency’s General Manager on cooperation on issues of consultation, management, communication, intelligence, observation and reconnaissance under the NATO program “Partnership for Peace”, available at: http://zakon2.rada.gov.ua/laws/show/950_030 (Accessed 16 august 2017).
16. *The Supreme* Court of Ukraine (2012), The Law of Ukraine “Agreement On the partnership between the Supreme Court of Ukraine and Agritum Canada Consulting Co., Ltd. On the implementation of the Project “Reforming the Criminal Justice System for Minors in Ukraine”, available at: http://zakon2.rada.gov.ua/laws/show/124_050 (Accessed 16 august 2017).
17. *The Verkhovna* Rada of Ukraine (2011), The Law of Ukraine “On ratification of the Protocol to the Partnership and Cooperation Agreement between Ukraine and the European Communities and their Member States on the framework agreement between Ukraine and the European Community on the general principles for Ukraine’s participation in Community programs”, available at: <http://zakon3.rada.gov.ua/laws/show/ru/3764-17> (Accessed 16 august 2017).
18. *The Verkhovna* Rada of Ukraine (2010, 2013, 2014, 2016), The Law of Ukraine “About public-private partnership”, available at: <http://zakon3.rada.gov.ua/laws/show/2404-17> (Accessed 16 august 2017).
19. *The Verkhovna* Rada of Ukraine (2006), The Law of Ukraine “Model Law on Social Partnership, available at: http://zakon2.rada.gov.ua/laws/show/ru/997_g07 (Accessed 16 august 2017).
20. *President* of Ukraine (2001), The Law of Ukraine “About the International Forum for Economic Cooperation “Partnership for Accord and Development”, available at: <http://zakon2.rada.gov.ua/laws/show/191/2001-%D1%80%D0%BF> (Accessed 16 august 2017).
21. *The Verkhovna* Rada of Ukraine (1994), The Law of Ukraine “Partnership for Peace. Framework document”, available at: http://zakon2.rada.gov.ua/laws/show/950_001 (Accessed 16 august 2017).

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

1. *The site* Wikipedia “Public–public partnership” [Електронний ресурс]. – Режим доступу: https://en.wikipedia.org/wiki/Public%E2%80%93public_partnership
2. *Military* Installation Public-to-Public Partnerships / [Beth E. Lachman, Susan A. Resetar, Frank Camm] [Електронний ресурс]. – Режим доступу : http://www.rand.org/pubs/research_reports/RR1419.html
3. *Public–public* partnerships in health and essential services / [David Hall, Jane Lethbridge and Emanuele Lobina] [Електронний ресурс]. – Режим доступу : <https://pdfs.semanticscholar.org/e646/f646d3cba42e600f8537af4c94125e878c60.pdf>
4. *Указ* Президента України “Про Стратегію державної політики сприяння розвитку громадянського суспільства в Україні та першочергові заходи щодо її реалізації” [Електронний ресурс]. – Режим доступу: <http://zakon3.rada.gov.ua/laws/show/212/2012>
5. *Указ* Президента України “Про План заходів щодо реалізації у 2013 році

- Стратегії державної політики сприяння розвитку громадянського суспільства в Україні” [Електронний ресурс]. — Режим доступу: <http://zakon3.rada.gov.ua/laws/show/342/>
6. Закон України “Про засади внутрішньої і зовнішньої політики” [Електронний ресурс]. — Режим доступу: <http://zakon2.rada.gov.ua/laws/show/en/2411-17>
 7. Закон України “Про соціальний діалог в Україні” [Електронний ресурс]. — Режим доступу: <http://zakon2.rada.gov.ua/laws/show/2862-17>
 8. Закон України “Про громадські об’єднання” [Електронний ресурс]. — Режим доступу: <http://zakon2.rada.gov.ua/laws/show/4572-17>
 9. *Постанова* Кабінету Міністрів України “Про забезпечення участі громадськості у формуванні та реалізації державної політики” [Електронний ресурс]. — Режим доступу: <http://zakon3.rada.gov.ua/laws/show/996-2010-%D0%BF>
 10. *Розпорядження* Кабінету Міністрів України від 30 листопада 2016 р. № 909-р. “Про затвердження плану дій із впровадження Ініціативи “Партнерство “Відкритий Уряд” у 2016–2018 роках” [Електронний ресурс]. — Режим доступу: <http://zakon2.rada.gov.ua/laws/show/4572-17>
 11. *Розпорядження* Кабінету Міністрів України від 02.11.2016 № 801-р “Про підписання Угоди між Урядом України та Організацією НАТО з підтримки та постачання про партнерство з підтримки спільного управління предметами постачання” [Електронний ресурс]. — Режим доступу: http://search.ligazakon.ua/1_doc2.nsf/link1/KR160801.html
 12. *Меморандум* взаєморозуміння між Урядом України і Організацією економічного співробітництва та розвитку щодо поглиблення співробітництва [Електронний ресурс]. — Режим доступу: http://zakon4.rada.gov.ua/laws/show/966_003
 13. *Угода* (у формі обміну нотами) між Кабінетом Міністрів України та Урядом Федеративної Республіки Німеччина про співробітництво у сфері біологічної та хімічної безпеки і ядерного/радіологічного захисту в рамках ініціативи Групи Семи “Глобальне партнерство проти розповсюдження зброї і матеріалів масового знищення” [Електронний ресурс]. — Режим доступу: http://zakon3.rada.gov.ua/laws/show/276_101
 14. *Розпорядження* Кабінету Міністрів України від 22.07.2015 р. № 763-р “Про схвалення проекту Угоди (у формі обміну нотами) між Кабінетом Міністрів України та Урядом Федеративної Республіки Німеччина про співробітництво у сфері біологічної та хімічної безпеки і ядерного/радіологічного захисту в рамках ініціативи Групи Семи “Глобальне партнерство проти розповсюдження зброї і матеріалів масового знищення” [Електронний ресурс]. — Режим доступу: <http://zakon2.rada.gov.ua/laws/show/763-2015-%D1%80> (2015)
 15. *Меморандум* від 24.04.2015 р. “Про домовленість між Урядом України та Організацією НАТО із зв’язку та інформації, яка представлена Генеральним менеджером Агенції НАТО із зв’язку та інформації стосовно співробітництва з питань консультацій, управління, зв’язку, розвідки, спостереження та рекогносцировки в рамках програми НАТО “Партнерство заради миру” [Електронний ресурс]. — Режим доступу: http://zakon2.rada.gov.ua/laws/show/950_030
 16. *Угода* “Про партнерство між Верховним Судом України та Агрітім

- Канада Консалтинг Лтд. стосовно реалізації Проекту “Реформування системи кримінальної юстиції щодо неповнолітніх в Україні” [Електронний ресурс]. — Режим доступу: http://zakon2.rada.gov.ua/laws/show/124_050
17. Закон України “Про ратифікацію Протоколу до Угоди про партнерство і співробітництво між Україною і Європейськими Співтовариствами та їх державами-членами про Рамкову угоду між Україною та Європейським Співтовариством про загальні принципи участі України в програмах Співтовариства” [Електронний ресурс]. — Режим доступу: <http://zakon3.rada.gov.ua/laws/show/ru/3764-17>
18. Закон України “Про державно-приватне партнерство” [Електронний ресурс]. — Режим доступу: <http://zakon3.rada.gov.ua/laws/show/2404-17>
19. *Модельний* закон про соціальне партнерство [Електронний ресурс]. — Режим доступу: http://zakon2.rada.gov.ua/laws/show/ru/997_g07
20. *Розпорядження* Президента України від 14.07.2001 р. № 191/2001-рп “Про Міжнародний форум економічного співробітництва “Партнерство в ім'я злагоди та розвитку” [Електронний ресурс]. — Режим доступу: <http://zakon2.rada.gov.ua/laws/show/191/2001-%D1%80%D0%BF>
21. *Міжнародний* акт “Партнерство заради миру. Рамковий документ” [Електронний ресурс]. — Режим доступу: http://zakon2.rada.gov.ua/laws/show/950_001

UDC: 342.5

Caracasidi Olena Fedorivna,
postgraduate, Interregional Academy of
Personnel Management, 03039, Kyiv, Str.
Frometivska, 2, tel.: (067) 465 97 25, e-mail:
karakasidi68@ukr.net

ORCID: 0000-0003-2336-2621

Каракасіди Олена Федорівна,
аспірантка, Міжрегіональна Академія
управління персоналом, 03039, м. Київ,
вул. Фрометівська, 2, тел.: (067) 465 97
25, e-mail: karakasidi68@ukr.net

ORCID: 0000-0003-2336-2621

Каракасиди Елена Федоровна,

аспірантка, Межрегиональная Академия управления персоналом, 03039, г. Киев,
ул. Фрометовская, 2, тел.: (067) 465 97 25, e-mail: karakasidi68@ukr.net

ORCID: 0000-0003-2336-2621



THE ESSENCE AND SPECIFIC FEATURES OF STATE POWER AS AN IMPORTANT INSTRUMENT OF PUBLIC ADMINISTRATION, ORGANIZATION OF SOCIAL LIFE: CONCEPTUAL FOUNDATIONS

Abstract. The article provides a theoretical and methodological analysis of the phenomenon of “state power” in the context of scientific theories and concepts that have been developed over many years. Such developments make it possible to better understand the role and place of state power in the system of public administration.

Keywords: power, rule of law, state power, state administration and local self-government.

СУТЬ ТА СПЕЦИФІЧНІ ОСОБЛИВОСТІ ДЕРЖАВНОЇ ВЛАДИ ЯК ВАЖЛИВІШОГО ІНСТРУМЕНТУ ДЕРЖАВНОГО УПРАВЛІННЯ, ОРГАНІЗАЦІЇ СУСПІЛЬНОГО ЖИТТЯ: КОНЦЕПТУАЛЬНІ ЗАСАДИ

Анотація. У статті проаналізовано феномен державної влади в контексті наукових теорій і концепцій, що напрацьовані за багато років. Такі напрацювання дають змогу краще усвідомити роль і місце державної влади в системі державного управління.

Ключові слова: влада, правова держава, державна влада, державне управління та місцеве самоврядування.

СУТЬ И СПЕЦИФИЧЕСКИЕ ОСОБЕННОСТИ ГОСУДАРСТВЕННОЙ ВЛАСТИ КАК ВАЖНОГО ИНСТРУМЕНТА ГОСУДАРСТВЕННОГО УПРАВЛЕНИЯ, ОРГАНИЗАЦИИ ОБЩЕСТВЕННОЙ ЖИЗНИ: КОНЦЕПТУАЛЬНЫЕ ОСНОВЫ

Аннотация. В статье анализируется феномен государственной власти в контексте научных теорий и концепций, наработанных за многие годы. Такие наработки позволяют лучше понять роль и место государственной власти в системе государственного управления.

Ключевые слова: власть, правовое государство, государственная власть, государственное управление и местное самоуправление.

Problem statement. In this particular case, we proceed from the assumption that governmental power has always been and remains the central cornerstone of whole policy, political influence on large masses of people, a mechanism for coordinating the interests of all social groups (and fighting among them) and all social life. Such power represents specific materialized freedom of the economically dominant class, as well as the most important tool of coercion of the individual, society to activities and behavior in the interests of, mainly, the dominant class (group).

This problem is essential to the processes of state-building in present-day Ukraine, to formation of the system of public administration and local self-government. Thus, describing the current state of Ukrainian society, its political system, Ukrainian philosopher F. Rudych reasonably notes the following: “Ukraine undoubtedly put the past behind it forever and return to it is impossible. It takes shape of a modern

full-fledged, civilized state and completes political and economic certainty. However, the formation of the political system and civil society institutions is difficult, contradictory occurring amid never-ending crises in the political, economic, social and spiritual spheres” [4, p. 41].

Review of recent papers on the above range of problems. In recent professional literature concerned with the issues of governmental power, public administration and local self-government, their transformation, we, first of all, give prominence to works by such authors as A. Heywood [1], V. Bebyk [8], V. D. Bakumenko [4], O. Koptiuk [7], A. M. Mikhnenko [4], G. V. Osipov [5], M. I. Obushnyi [10], A. O. Siryk [6], O. I. Tkach [10], V. F. Khalipov [9], A. M. Shapovalova [2], Yu. Shemshuchenko [3] and many others.

We also note that the problem of governmental power is poorly studied in the context of relationships between power and civil society, transformation of public administration.

Shaping paper's goals. The objective is to identify and analyze the most essential contemporary theoretical aspects of substantiating the phenomenon of “governmental power” as a key pillar for public administration and local self-government.

Presentation of the main study material. First of all, we believe that governmental power, against the background of many definitions and explanations of its essence, should be understood and considered as power in general, that is, such a phenomenon that has, as substantiated by well-known American political scientist Andrew Heywood [1], the following three “faces”:

1. Power as decision-making. This is about conscious actions that in some way influence the content of decisions (for details see also: Robert A. Dahl “Who Governs” (1961);
2. Power as agenda setting. The ability to prevent decisions being made (that is, in effect, “non-decision-making”); and
3. Power as thought control. The ability to influence another by shaping what he or she thinks, wants, or needs.

As A. M. Shapovalova rightly notes, “A mandatory attributive property related to the subject’s influence on the object is inherent in the social nature of power” [2, p. 111].

The authors of the “Encyclopedic Dictionary of Political Science” (Kyiv, 2004) give a good definition of the term “governmental power”. Thus, prominent Ukrainian lawyer P. M. Rabinovich writes in this publication that “governmental power represents a

type of public political power exercised by the state and its agencies, the state’s ability to make behavior of people and activities of associations located in its territory bend to its will” [3, p. 144]. P. Rabinovich points out that governmental power a) is a variety of social power; b) covers all members of society; c) is a method of territorial division of the state; and d) is an appropriate procedure for relationships of central, regional and local authorities. It is crucially important that “only governmental power is characterized by sovereignty, that is, supremacy, plenitude, indivisibility, self-reliance, formal independence from power of any organization (or individual) both in a given country and beyond its borders” [3, p. 145]. Ideally, governmental power (although such power does not really exist) is the mouthpiece of the population at large (of its dominant part). In addition, governmental power is largely self-reliant, organizationally separated from society.

Ukrainian scholars, experts in public administration explain the phenomenon of “governmental power” fairly strongly and clearly. Thus V. D. Bakumenko, S. O. Kravchenko, V. Ya. Malynovskyi give it the following definition in the “Encyclopedic Dictionary of Public Administration” (Kyiv, 2010. – 120 p.): “Governmental powers is a politico-legal tool ensuring functioning of the state and implementation of its mission through as system of powers and mechanisms applied on behalf of the state by specially established bodies of governmental power in order to protect and fulfill common interest, meet general and local needs, and implement the functions of regulation

and resolution of conflicts in society” [4, p. 143].

Here, a politico-legal tool represents the basic definition of the essence of governmental power. Hence it should be understood that this is about a certain “mechanism” for governing a state, the basic pillars of which include law (a legal framework that substantiates the essence of a state itself and principles of its functioning) and politics (the essence of the political regime and political system underlying a state).

Second, it is held that governmental power cannot function without certain, specific mechanisms on which it actually reposes.

Therefore, the key components of the phenomenon of “governmental power” consist of the following: tool, mechanism, politics, law, and functioning. It is clear that the uniting elements “inside” this concept are ideas, ideals, ideologies, that is, those spiritual components that unite large groups of people in a country, a state. This is a matter of a different order.

Considering governmental power just as a specific mechanism due to the action of which a large human community maintains its unity, we take into account in the first place that such power a) is composed of three branches (ideally – in every state) – legislative, executive, and judicial; b) is also secured by special public authorities that do not belong to any of such branches of power.

As the power holder, the state also performs and implements a number of specific functions, namely:

a) lays down laws most of which are mandatory for all people related to a given state;

b) takes care that all citizens, people related to a given state observe laws and life rules in such a state (the regulating function);

c) collects and appropriately uses taxes in the interest of all; and

d) takes care of public safety and order in a state (country).

The listed functions of the state are, naturally, the main, primary ones, since they can also be appropriately amplified when it comes to, in particular, all-round human life support.

The issue regarding subjectivity and objectivity of governmental power is rather challenging. In a loose sense, such subjects include an individual (citizen), group, and society at large. Such subjectivity, however, also is ambiguous. Let us say, family the functioning of which can be considered separately and in some detail is an important object and, at the same time, subject of governmental power.

A number of dictionaries, in particular, sociological ones explain governmental power as political one. Thus, the Russian authors of the “Sociological Encyclopedic Dictionary” (Moscow, 1998) write: “Political power is power exercised through formal and informal political institutions including governmental organizations [5, p. 41].

Understandably, effective governmental power meeting the interests of man can only exist in a law-governed state; where the legal system is perfect while the measure of citizens’ responsibility for compliance with the rules of law is high. Young Ukrainian researcher A. O. Skoryk pretty exactly formulated the features of a law-governed state including with them the following:

- rule and supremacy of law broadly and of statute law narrowly (the state should be governed by the law);
- principle of separation of powers (the principle of the rule of statute law is so implemented; is of an instrumental nature);
- precedence of rights and freedoms of the individual. Rights exist not only in the individual but also in the collective, in society, and in the state (in the latter case are paramount in an illegitimate state);
- social protection;
- social justice;
- clear delimitation of functions of the state and society;
- establishment of an anti-monopolistic mechanism that precludes concentration of authoritative powers in a certain link or institution;
- establishment in law and implementation of sovereignty of governmental power;
- formation of legislative bodies in society based on electoral law rules and control over formation and embodiment of the legislative will in laws;
- compliance of domestic legislation with the generally accepted norms and principles of international law;
- mutual responsibility of the state and the individual;
- existence of civil society; and
- citizens have rights and duties [6, p. 325].

When we discuss the rule of law within a state we imply that definition of a state as a law-governed one,

as Ukrainian jurist V. O. Kostiuk emphasizes, means subordination of any forms of state activity to law, first of all the Constitution, the main purpose of which in democratic society is to be the basic check on governmental power for the sake of preserving fundamental rights and freedoms of citizens, serve as guarantor of self-development and self-organization of the key institutions of democratic society. Limiting governmental power by law, the Constitution thereby preserves freedom it proclaimed which is the main purpose of law [7].

Governmental power is most closely related to and determined by external and internal functions of the state. Leaving the former out of consideration, we point out the internal functions among which many Ukrainian political scientists, in particular V. Bebyk, reckon the following ones:

- economic;
- cultural-educational;
- social; and
- policing function [8, p. 179–180].

The external functions of the state are mainly centered around and related to foreign policy based on interests of the state and tasks aimed at their fulfillment.

Conclusions.

1. The problem of “governmental power” is complex, multidimensional and mainly concerning the political system, political regime; it has been and remains the basis for organization of public administration, relationships between the state and civil society, the foundation for democratic local self-government.

2. Being a phenomenon, governmental power should be explained and con-

sidered as an integral part of power in general. In our opinion, Russian political scientist V. F. Khalipov does it rather appropriately and effectually defining power in his book entitled “Power: a Cratological Dictionary” as “1) the capacity, right and ability to have control over anyone, anything, decisively influence destinies, behavior and activities, customs and traditions of people using various means – statutes, law, authority, will, court, and coercion; 2) political authority over people, their communities, organizations, over countries and their groupings; 3) a system of public authorities; 4) people, bodies vested with relevant public, administrative authority or have various influences and powers by custom or having usurped them” [10, p. 70–71]. It is apparent that in this case power is thought of and taken into consideration not otherwise than as a political phenomenon.

3. Political power is therefore a universal, comprehensive, complex, unwieldy, threatening, exciting and controversial phenomenon that inspires disrespect and rejection, that is, too dangerous as to its rights. Since political power has thoughts, ideas, and ideology as one of the decisive bases, the definition of the phenomenon of “power” cited by Ukrainian scholars M. I. Obushnyi, A. A. Kovalenko, and O. I. Tkach in their handbook “Political Science” (Kyiv, 2004) is fairly meaningful. “Power, – they write, – is one of the sides of inequality in domination-subordination relations, it is dominance of freedom of some people over the will of others or, more precisely, subordination of freedom of some people to freedom of others irrespective of whether it is about individuals, groups of peo-

ple, classes, nations or peoples” [5, p. 92]. This implies the main thing at the least – power is primarily associated with domination-subordination relations. Domination-subordination relations are actually relations of power. Then there arises the problem of division of power among its major wielders. Lastly, we should take into consideration checks and balances processes in exercise of power, since otherwise power cannot function at all.

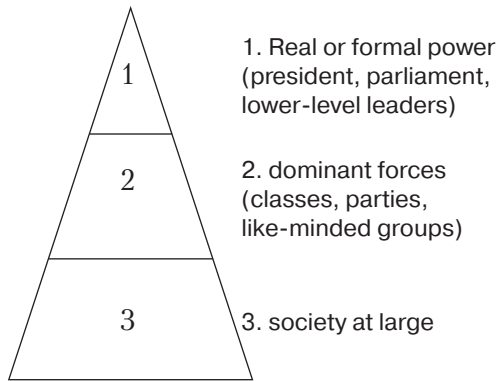
4. We particularly emphasize that subject to the paper’s goal we should discuss state and political power, which, as a phenomenon, is clearly somewhat narrower than the concept of “power” in general:

a) it should be emphasize that governmental power represents materialized freedom of the economically dominant class, which covers the whole State and all citizens. Politics both centers and functions “around” ownership of it. As a rule, the dominant class has the strongest and most influential force in a given country (State) – the economic one. The other levers of retaining power actually derive from it;

b) governmental power is the most powerful and effective tool of coercion of the individual, large groups of people to activities and behavior mainly in the interests of the ruling social force, although in real life what this most often means is interests of the state, the country at large. That is, many political process actors try to “decorate,” hide their activities under State interest; and

c) Governmental power exists not only practically in all spheres of society but also at the three basic levels of the social structure of such society – 1) societal (it embraces the most com-

plex social and political relations); 2) public (associational), meaning relations among nongovernmental organizations, associations and so on); and 3) personal (in small groups). The listed relations are too specific and special. The pyramid of power can for our purpose be drawn as follows:



5. The problem of division of power into three branches (according to C. Montesquieu) should be considered separately because it has been considered and substantiated in reasonable detail in political science, sociology, and law, and for this reason we do not think it proper to focus on this aspect of the problem. There is perhaps a need to briefly highlight the major functions of political power. They are as follows:

- a) forming the political system of society;
- b) organizing political life — virtually, political relations concerning all social, political etc. structures of society; and
- c) running bodies of power (managing their interaction).

REFERENCES

1. *Heywood A.* (2010), *Politologia*, Wydawnictwo Naukowe PWN, Warszawa, Polska.
2. *Shapovalova A. M.* (2008), “Government and Civil Society in the Context of the Globalization Processes of the 21st Century”, *Stanovlennia ta rozvytok ukrains'koi derzhavnosti [The formation and development of Ukrainian statehood] Materialy IX Vseukrains'koi naukovo-praktychnoi konferentsii “Stanovlennia ta rozvytok ukrains'koi derzhavnosti: aktual'ni problemy derzhavnoho ta rehional'noho upravlinnia na suchasnomu etapi rozvytku suspil'stva” [Materials of the IX All-Ukrainian Scientific and Practical Conference “Formation and development of Ukrainian statehood: actual problems of state and regional governance at the present stage of development of society”]* Kyiv, Ukraine, November 14, 2013. p. 110–113.
3. *Politolohichnyj entsyklopedychnyj slovnyk* (2001) [Political encyclopedic dictionary], order. V. P. Gorbatenko; for ed. Yu. S. Shemshuchenko V. D. Bebika, V. P. Gorbatenka. — 2nd form, supplemented and processed, Heneza, Kyiv, Ukraine.
4. *Entsyklopedychnyj slovnyk z derzhavnoho upravlinnia* (2010) [Encyclopedic Dictionary of Public Administration], compilers Yu. P. Surmin, V. D. Bakumenko, A. M. Mikhnenko and others; for ed. Yu. V. Kovbasyuk, V. P. Troshchinsky, Yu. P. Surmin, NADU, Kyiv, Ukraine.
5. *Sotsyolohycheskyj entsyklopedycheskyj slovar. Na russkom, anhlyjskom, nemetskom, frantsuzkom y cheshskom iazykakh* (1998), [Sociological Encyclopedic Dictionary. In Russian, English, German, French and Czech languages], editor-coordinator Academician of the Russian Academy of Sciences G.V. Osipov, Publishing group INFRA, NORMA, Moscow, Russia.
6. *Siryk A. O.* (2011), “Formation of the rule of law in Ukraine”, *Stanovlennia*

- ta rozvytok ukrains'koi derzhavnosti [The formation and development of Ukrainian statehood], Materialy VI Vseukrains'koi naukovo-praktychnoi konferentsii "Derzhavne upravlinnia ta mistseve samovriadvannia v Ukraini v konteksti ievropejs'koi intehratsii", [Materials of the VI All-Ukrainian Scientific and Practical Conference "Public Administration and Local Self-Government in Ukraine in the Context of European Integration"], Kyiv, Ukraine, November 17, 2011, p. 324–326.
7. *Koptiuk V. O.* (2009), *Teoriia prava: kurs leksij* [Theory of Law: A Course in Lectures], Venturi, Kyiv, Ukraine.
 8. *Bebyk V. M.* (2000), *Bazovi zasady politolohii: istoriia, teoriia, metodolohiia, praktyka* [Basic principles of political science: history, theory, methodology, practice], MAUP, Kyiv, Ukraine.
 9. *Khalypov V. F.* (1997), *Vlast': Kratolohycheskyj slovar'* [Power: A kathological dictionary], Respublyka, Moscow, Russia.
 10. *Obushnyj M. I., Kovalenko, A. A. and Tkach O. I.* (2004), *Politolohiia: Dovidnyk* [Politics: A Handbook], ed. E. Obuzhny, Dovira, Kyiv, Ukraine.
- тя // Становлення та розвиток української державності [зб. наук. пр.]. — К.: Вид. дім "Персонал", 2008. — С. 110–113
3. *Політологічний енциклопедичний словник* / упоряд. В. П. Горбатенко; за ред. Ю. С. Шемшученка, В. Д. Бебика, В. П. Горбатенка. — 2-ге вид., допов. і переробл. — К.: Генеза, 2001. — 736 с.
 4. *Енциклопедичний словник з державного управління* / уклад. Ю. П. Сурмін, В. Д. Бакуменко, А. М. Міхненко та ін.; за ред. Ю. В. Ковбасюка, В. П. Троцинського, Ю. П. Сурміна. — К.: НАДУ, 2010. — 82 с.
 5. *Социологический энциклопедический словарь*. На русском, английском, немецком, французском и чешском языках / ред.-координатор академик РАН Г. В. Осипов. — М.: Изд. группа ИНФРА-М; НОРМА, 1998. — 488 с.
 6. *Сірик А. О.* Становлення правової держави в Україні // Становлення та розвиток української державності [зб. наук. пр.]. — К.: Вид. дім "Персонал", 2008. — С. 324–326.
 7. *Коптюк В. О.* Теорія права: курс лекцій. — К.: Вентурі, 2009. — 512 с.
 8. *Бєбик В. М.* Базові засади політології: історія, теорія, методологія, практика [монографія]. — К.: МАУП, 2000. — 384 с.
 9. *Халитов В. Ф.* Власть: Кратологический словарь. — М.: Республика, 1997. — 431 с.
 10. *Обушний М. І., Коваленко А. А., Ткач О. І.* Політологія: довідник / за ред. М. І. Обушного. — К.: Довіра, 2004. — 599 с.

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

1. *Heywood A.* *Politologia*. — Warsawa : Wydawnictwo Naukowe PWN, 2010. — 554 s.
2. *Шаповалова А. М.* Влада та громадянське суспільство в контексті глобалізаційних процесів ХХІ століт-

UDC: 354:331.5

Kartashov Eugene Grigorievich,
*Doctor of science in Public Administration,
Head of the Department of Project Manage-
ment and General Professional Disciplines,
Institute of Management and Psychology of
the National Academy of Pedagogical Sci-
ences of Ukraine, 04053, Kiev, Str. Sicho-
vykh Streltsiv, 52-a, tel.: (067) 614 23 53,
e-mail: yeugenkartashov@gmail.com*

ORCID: 0000-0001-6522-5508

Карташов Євген Григорович,

*доктор наук з державного управління,
завідувач кафедри управління проєк-
тами та загальнофахових дисциплін,
Інститут менеджменту та психології
Національної академії педагогічних на-
ук України, 04053, Київ, вул. Січових Стрільців, 52-А, тел.: (067) 614 23 53, e-mail:
yeugenkartashov@gmail.com*

ORCID: 0000-0001-6522-5508

Карташов Евгений Григорьевич,

*доктор наук по государственному управлению, заведующий кафедрой управления
проектами и общепрофессиональных дисциплин, Институт менеджмента и психоло-
гии Национальной академии педагогических наук Украины, 04053, Киев, ул. Сечевых
Стрельцов, 52-а, тел.: (067) 614 23 53, e-mail: yeugenkartashov@gmail.com*

ORCID: 0000-0001-6522-5508



TERRITORIAL COMMUNITY DEVELOPMENT PROJECTS: DOMESTIC AND FOREIGN EXPERIENCES

Abstract. The role and importance of the participation of the territorial community in the provision system and development support. With this purpose, we examined the concept of participation, typology, and levels of participation. It was found that the participation of the local community is the basis for building a comprehensive system to ensure and support the development of local communities. The basic types of relationships that can be formed in this system: from information to direct participation in the processes of development of territorial communities. We revealed a direct correlation between the participation of the population, namely the inclusion in the system of ensuring and supporting the development of territorial communities, as a direct active par-

ticipant, and the level of welfare and quality of life of territorial communities in Ukraine.

We investigated the possibilities of participation and involvement of the population in the processes of development of territorial communities, for that we analyzed the existing legislative and regulatory framework for this issue and the willingness of the members of territorial communities to be active elements in the system of ensuring and supporting the development of territorial communities. It is revealed that the main types of participation of the population in Ukraine according to the legislation are: the general meeting of citizens by place of residence; local initiatives, public hearing, local referendum. It was found that the presence of these forms of local democracy do not guarantee the active participation of the Ukrainian population in the decision-making processes and monitoring of their implementation through a number of reasons: absence or imperfect development of territorial charters; low level of awareness of the population regarding their rights; a weak inverse relationship between local authorities and population; and low motivation of government authorities to enhance the involvement of members of local communities. We found out that the “ladder of participation” the degree of participation of Ukrainian communities can include such levels as “lack of participation” and “visibility of participation”. It was revealed that there is a need to improve communication networks between local authorities and members of the territorial community for informing, consultation, involvement in decision-making and control over their implementation.

Keywords: territorial community, provision system, development support, participation, involvement, Ukrainian population.

ПРОЕКТИ РОЗВИТКУ ТЕРИТОРІАЛЬНОЇ ГРОМАДИ: ВІТЧИЗНЯНИЙ ТА ЗАРУБІЖНИЙ ДОСВІДИ

Анотація. У статті проаналізовано роль та значення участі територіальної громади в системі забезпечення і підтримки розвитку. З цією метою вивчено концепцію участі, типологію та рівні участі територіальної громади, що є основою для побудови комплексної системи забезпечення та підтримки розвитку територіальних громад. Виявлено основні види взаємозв'язків, які можуть формуватися в цій системі (від інформаційних до прямої участі у процесах розвитку територіальних громад); пряму залежність між участю населення, а саме включення його в систему забезпечення та підтримки розвитку територіальної громади, як безпосереднього активного учасника, та рівнем добробуту і якістю життя в територіальних громадах в Україні.

Досліджено можливості участі та ступінь залучення українського населення до процесів розвитку територіальних громад, проаналізовано існуючу законодавчо-нормативну базу щодо цього питання та готовність членів територіальних громад бути активним елементом в системі забезпечення та підтримки розвитку територіальної громади. Також висвітлено основні види участі населення в Україні згідно із законодавством: загальні збори проживання громадян за місцем проживання; місцеві ініціативи, громадські слу-

хання, місцевий референдум. З'ясовано, що наявність зазначених форм локальної демократії не гарантують активної участі українського населення у процесах прийняття рішень та здійснення контролю за їх виконанням через ряд причин: відсутність або недосконале розроблення територіальних статутів; низький рівень інформованості населення щодо своїх прав; слабкий зворотний зв'язок між органами місцевого самоврядування та населенням; низьку мотивацію органів влади для посилення залучення членів територіальних громад. Досліджено, що ступінь участі українських громад знаходиться на рівні відсутності такої участі або її видимості. Отже, існує необхідність в удосконаленні комунікаційних мереж між органами місцевого самоврядування та членами територіальної громади з питань інформування, консультування, залучення до прийняття рішень та контролю за їх виконанням.

Ключові слова: територіальна громада, система забезпечення, підтримка розвитку, участь, ступінь залучення, українське населення.

ПРОЕКТЫ РАЗВИТИЯ ТЕРРИТОРИАЛЬНЫХ ОБЩИН: ОТЕЧЕСТВЕННЫЙ И ЗАРУБЕЖНЫЙ ОПЫТ

Аннотация. В статье проанализирована роль и значение участия территориальной общины в системе обеспечения и поддержки развития. С этой целью изучено концепцию, типологию и уровень участия территориальной общины, что является основой для построения комплексной системы обеспечения и поддержки развития территориальных общин. Определены: основные виды взаимосвязей, которые могут формироваться в данной системе (от информационных до прямого участия в процессах развития территориальных общин); прямая зависимость между участием населения, а именно включение его в систему обеспечения и поддержки развития территориальной общины, как непосредственного активного участника, и уровнем благосостояния и качества жизни в территориальных общинах в Украине.

Исследованы возможности участия и степень привлечения украинского населения к процессам развития территориальных общин, проанализированы существующая законодательно-нормативная база по этому вопросу и готовность членов территориальных общин быть активным элементом в системе обеспечения и поддержки развития территориальной общины. Также освещены основные виды участия населения в Украине в соответствии с законодательством: общее собрание проживания граждан по месту жительства; местные инициативы, общественные слушания, местный референдум. Установлено, что наличие указанных форм локальной демократии не гарантируют активного участия украинского населения в процессах принятия решений и контроля за их выполнением по ряду причин: отсутствие или несовершенную разработку территориальных уставов; низкий уровень информированности населения о своих правах; слабая обратная связь между органами местного самоуправления и населением; низкая мотивация органов власти для усиления привлечения членов территориальных общин. Доказано, что степень участия украинских общин находится на уровне

отсутствия такого участия или его видимости. Таким образом, существует необходимость в совершенствовании коммуникационных сетей между органами местного самоуправления и членами территориальной общины по вопросам информирования, консультирования, привлечения к принятию решений и контроля за их выполнением.

Ключевые слова: территориальная община, система обеспечения, поддержка развития, участие, степень вовлечения, украинское население.

Target setting. The need to involve territorial communities to economic and social development of our country depends on the transformation of its socio-economic system and the transition from industrial to information society. The decision of problems of employment and improving the welfare and quality of life of the population of Ukraine will ensure the high effectiveness of this approach.

The main socio-economic indicators that characterize the state of development of Ukraine (unemployment, income per capita, the investment and innovative activity, etc.), show that Ukraine requires immediate rethinking of approaches to economic development, which today can be characterized by a relatively high centralization in decision-making regarding solutions of local problems.

Analysis of recent researches and publications. Problems of development of territorial communities both in our country and abroad are studied by many sociologists, economists, political scientists, specialists of public administration. Among foreign scientists, who investigated problems of economic development of territorial communities, we should highlight: M. Diochona, M. Conn, L. Lamb, J. Lochley, M. Rose-

land, M. Towe, John.-M. Fomtena, P. Hamel, G. Haughton, E. Schrage and others. The provision and support of local economic development were researched by E. Blakely, R. Bingham, G. Miller and others. F. Bir, G. Greene, L. Cary, G. Pitman, I. Sanders, H. Swanepoel, G. Phillips. Topical issues of development of territorial communities are explored by such Russian scientists as V. Babaev, A. Batanov, P. Bilenchuk, R. Brusac, V. Voronkova, A. Goshko, G. Drobenko, V. Campo, I. Kozyura, V. Kuibida, A. Lazor, V. Mamonova, N. Arlati, I. Sanzharovsky, Y. Svirsky, and others.

Problems of regional and local development are analyzed by E. Voitovich, B. Danylyshyn, A. Dehtoar, Yu. Dechtiarenko, O. Kilievich, V. Kniazev, V. Kravchenko, Yu. Kuts, M. Lendyel, S. Maksimenko, N. Nizhnik N. Pukhtynskiy, S. Romanyuk, V. Seminozhenko and A. Topchiev.

However, the issues of the role and importance of participation of territorial community in the support system and development support are still insufficiently explored. The problems of participation and the degree of involvement of the population in the processes of development of territorial community require further development.

Statement of objectives (purpose) of the article. The purpose of this article is to develop theoretical foundations and practical approaches to improving the mechanisms of development of territorial communities.

The statement of basic materials. The importance of the principle of participation in the development process of the local community was noted by a number of major international organizations in providing international support. The practice of financing various projects for the development of society has shown that outside interference in the lives of the population without the active involvement of the latter leads to reduction of the effectiveness of these projects. According to this World Bank defined the basic criterion of development — development which is organized according to the “principle of participation”. The Bank considers “participation as a process through which stakeholders influence initiatives in the development and exercise over them joint control, and participate in decision-making and allocation of resources” [1, p. 177–178].

Among the main elements of the development paradigm, which OECD has identified for its activities, “placing people at the centre of development” [2] is the key one.

The level of participation and partnership between local authorities and society may differ significantly in a particular community. The way community members participate in the local development process depends on many factors. Among them we can mention the influence of national political, economic and social trends; the resource potential of the community (especially

the development of social capital), culture and traditions; the level of institutional development, the balance of power necessary in society and the like. According to these factors we can distinguish various types of participation, levels of participation, and the methods of attracting people to the development of the local community [3].

Ilchenko N. V. identifies three types of participation of local communities and individuals:

- physical participation — i. e., the physical presence, the use of the skills and efforts of a particular person;
- mental participation — conceptualizing the activity, decision-making, organization and management;
- emotional involvement — accepting responsibility and power [3].

We believe that the combination of these three elements can provide a real participation in the development of the territorial community.

One of the approaches which you one use to demonstrate the level of participation is “ladder”, which was proposed by D. Wilcox, and which is used to develop methods of attracting society [4].

The scholar distinguishes between three levels of community participation:

- lack of participation;
- visibility participation;
- the power of the community.

The concept of lack of participation means nothing, as the absence of direct influence of society on its development. On this level there are such levels as manipulation and therapy. The main objective of the participation at these levels is to achieve public support.

At the second level of involvement of the community, “visibility”, it deals

with approaches such as information, advice and reassurance. Awareness is a crucial step to legitimate participation. Quite often the information is biased and there are no channels of “feedback”. At the stage of counseling, this relationship appears, there is a public opinion poll, conducted public meetings and consultations. At the stage of calm, the citizens are allowed to provide advice or plan for a certain period, but the authorities reserve the right to make decisions.

Finally, the third level of participation, “the power of community”, the influence of the community in the way of problems and solutions is real and systemic. In this situation, the community becomes a full partner of the government. Here the scientist selects three levels of the ladder: partnership, where power is redistributed through negotiation between citizens and authorities (stakeholders), planning and decision-making occur together (through joint committees); delegated powers – the approach requires the active participation of the citizens for whom they hold a majority of seats in the committees and for which they are delegated by the society to decision-making; control from the public: citizens are in control of the planning process, policy development and leadership program. If you perform these levels, we see that social power begins to manifest itself at the two highest levels.

Another classification of types of participation was proposed by UNDP. According to it society's involvement in the process of its development can be divided into 7 types:

1. Passive participation. Participation is limited to the fact they receive

information about events that occur or will occur in society, then there is a one-way information sharing.

2. Participation in providing information. Community members participate in informative surveys but do not have the opportunity to influence the development process itself.

3. Participation by expression of opinion. At this level, the authorities consult with the population on a specific issue that exists in the community, but community members do not participate in decision-making.

4. Participation through material incentives. People provide resources, for example labour, in return for money or other material incentives. This is often called participation, although these people are not interested in continuing their activities after the completion of material incentives.

5. Functional participation. At this level, initiative groups are created for achieving individual goals associated with the project development. These groups, usually created on the initiative from the outside.

6. Joint participation. Members of the community participate in joint analysis, which leads to the formulation of plans of activities and the creation of new local institutions or strengthening existing ones. Groups in control of local decisions are created.

7. Self mobilization. People participate in the development process, putting forward initiatives independent of external institutions [5].

Similar to the previous classification of the levels of participation David Wilcox suggested another one, which consists of five levels: information, consultation, joint decision making, joint

action and support of independent actions of the public [5].

The need to discern the level of community participation in development is that approaches to involvement of various interested persons and groups to specific processes of community development should be different. This is because in the community there are a large number of stakeholders: governments and local authorities, business, NGOs, consumers, financial institutions, educational institutions, and the like. Each of these groups has a different degree of interest and level of motivation to be involved in a specific project for the development of territorial communities. In general there are 3 categories of stakeholders:

- key stakeholders are those who influence, or who might significantly affect the effectiveness of implementing a specific development project;
- primary stakeholders are those persons, groups of persons or organizations that are somehow felt the impact of a project (positive or negative);
- secondary stakeholders include all other persons or institutions that may have indirect interest in the project or a role in its development and implementation [6].

According to the selected categories of stakeholders different types of attraction may be applied. For example, the first and second categories of persons can be involved in the decision-making and cooperation; the third category may be informed, consulted with or even, in some cases, ignored.

Consequently, the development of an effective system of attracting people

to the development of the territorial community includes analysis of stakeholders, assessment of the impact and importance of each of these regions for the process.

Another important aspect that needs to be examined in the process of attracting citizens to actively participate in solving local problems is the motivation for attraction. An important task of authorities and local self-government is to shape the motivational factors and clear evaluation criteria of the results to the process participants were able to see the personal contribution to and benefit from participation in the process [3].

The dilemma experts in the field of development of territorial community development face is to understand how people assess emotional incentives to participate in collective efforts without prior coercion [1].

Moreover, participation among individuals is higher if the promised benefits are not only attractive, but also have a high likelihood that they actually will be provided. And if the direct costs or costs in the form of lost time do not reduce these benefits too much. The result is multiplied by the degree of risk the individual is willing to accept, taking part in a particular activity.

To ensure that participation takes place in a sustainable way, each community member must perform this equation for oneself. Mobilizing for action should be based on the so-called "internal stimuli" of people and should not be imposed from outside.

According to this, "it is a continuous process of education, a process of gradual awareness. Through the col-

lective realization of the experience and problems, people become better aware of different dimensions of their reality and those aspects that they are able to change about it. With this awareness they can make decisions and implement collective activities and analyzing them for further deepening of their awareness. In this way they move toward the goal, gradually deepening knowledge of their reality, which is continuously changing” [1, p. 178].

We will conduct a study of the forms of public participation depending on the method by which the citizen can enter into an open public space and the influence on the final decision, and which are widely used in foreign practice. From this point of view they are:

- open public debate;
- public participation in decision-making;
- organization of communities [7, p. 193–208].

Open discussion. Public debate refers to the discussion of citizens in the society that provides psychologically safe environment to express their own views, attitudes, opinions, including the space in which those views will be heard.

The purpose of open debate is not the adoption of a common solution, but rather a process that can bring understanding and change attitudes of participants.

Dukes identifies the following situations where it is advisable to use the method of open discussion:

- to educate the parties who take part and/or the general public on the issue, which is the subject of discussions, or such. That is connected with making a public decision;

- to “open” public interest, that is, to provide an opportunity for those decision makers and the public understand what is in this issue of public interest and what is not;

- to raise the level of awareness and understanding of specific groups of the population in the area that plays an important role in public policy;

- to provide an opportunity for all parties to understand that even the most controversial questions can lead the discussion;

- to reduce the risk of violent confrontation;

- to prepare public support for the decisions to be taken in the future [8].

In practice, there is a variety of tools of the open discussion, which we can divide into two groups:

1. The individual tools. These tools are aimed at learning the perspectives, knowledge and awareness of citizens on certain issues. These individual tools may include:

- individual reception of citizens in bodies of local self-government;

- receiving complaints and suggestions from citizens;

- individual interviews of various types with the aim of exploring the views of individual citizens.

2. The group tools. They are used for group education and public involvement. These include:

- public hearings, which are used by local governments to collect citizens’ proposals early in the decision-making;

- focus groups – interviews with a small representative group of the population concerning a certain issue;

- educational groups;

- dialogues, discussions, round tables, forums, aimed at finding common interests;
- public jury, and the like.

Public debate is an integral part of public involvement in the development of local policy and strategic planning community development. Based on the results that were obtained in the process of gathering information from citizens, a profile of the community is compiled, which is the starting point for subsequent development processes.

Public participation in decision-making. The following method of entering of citizens in public space is their participation in making public decisions. Practice proves that the level and types of public participation decision-making processes to a large extent depends on the authorities and local self-government.

The organization of the community. Organization of communities is significantly different from other types of public involvement. This technique can use activists, formal and informal groups of citizens if the local authorities and the government refuse to debate with the public. With the aim of empowering and increasing the power of the local population in the decision of problems, one needs to create a “critical mass”, which is to balance the authority of formal leaders.

The main types of social organization can include:

- creating if coalitions when certain organizations combine their efforts to solve a specific problem;
- organization of the local population, which may begin with informal meetings with small groups and turn

to the formalization of this group in a public organization;

- organization of communities with the aim of solving consumer issues such as consumer rights, problems of tenants of residential buildings;
- organization of community based on identity;
- the organization of trade unions and collective bargaining.

The participation of citizens in making public decisions can be perceived in two different ways: utilitarian and estimated. If the participatory process is considered to be utilitarian, the participation of citizens represents only a formal act claims, and means to reduce the social, economic, environmental, and other problems. In this case, the effect of the participation of citizens is minimal, such that restricted to individual decisions.

In the case of the estimated approach, the participation of citizens is i an obligatory part of civil society in a democratic country where citizens have space to participate in public policy. This approach requires the transformation of making public decisions that should be directed to such core areas: society, social control and conflict resolution (Dukes). He formulates the transformation, which is necessary for the consolidation of democracy in each of the three areas, in the following way:

- cities, districts and municipalities should become active communities in which encourage the initiative of citizens (first of all, local leaders and NGOs) in resolving public issues;
- public administration should be more open and responsive to the views and needs of citizens;

- more and more people from all three sectors need to understand the principles of conflict resolution and own their solutions [8].

Public involvement in development processes and decision-making concerning the life of the local community, is one of the fundamental principles of democracy and civil society development. The overall goal of public involvement is the establishment of a trusting relationship between the territorial community and local authorities to increase mutual accountability, improve transparency of decision-making power and local self-government development. The experience of developed democratic countries shows that the strengthening of the role of citizens in addressing the needs of society and improving the living standards of the local population is an important element in the development of local self-government.

Conclusions. So, the analysis of the role and importance of public participation in the development of the territorial community showed that participation, from the point of view of foreign scholars and scientists, plays a key role in the development process.

In addition, this analysis allowed us to identify the different types of relationships that can be formed in the system of ensuring and supporting the development of territorial communities: from information to direct participation in the development process.

Studies of the importance of involving the population of a territorial community to solve the own problems in the Ukrainian community showed that there is a direct correlation between the fact that:

- different social problems are in discussed the community in a civil way;

- the Council represents the interests of different groups in society;

- citizens and local authorities are conducting an active dialogue and the government invites citizens to make decisions;

- during the decision-making process the community takes into account the views of different population groups;

- citizens' initiatives are valued and encouraged such and due the fact that:

- people are loyal to their community;

- community is a safe place to stay;
- various issues related to environmental protection, work with vulnerable and marginalized groups in the field of health are resolved;

- most people consider themselves happy;

- the inhabitants are proud of their community and the like.

That is, there is a direct relationship between participation of the population, namely its inclusion in the system of ensuring and supporting the development of territorial communities, as a direct participant, and the level of welfare and quality of life in the community.

This confirms the need to strengthen public participation in decision-making processes and control over their implementation, and development of adequate measures and tools for the involvement in this process in Ukraine.

REFERENCES

1. *Miller D.* (2005) *Instytutsii z poshyrennia znan' – Rukh za peretvorennia*

- providnykiv zmin na providnykiv obminu [Institutions for the dissemination of knowledge – Movement for the transformation of change conductors to exchange leaders]. Canada, Montreal: Zbirka materialiv do kursu “Ekonomichnyj rozvytok hromady”, 3 lyupnia – 19 serpnia 2005 r; universytet Konkordiia, [in Canada].
2. *Development Assistance Committee Report on Development Co-Operation / OECD (1994)*. Paris : OECD Publishing, [in France].
 3. *Il'chenko N. V. (2010) Kontseptsiiia uchasti ta metody zaluchennia naselennia do rozvytku terytorial'noi hromady [Concept of Participation and Methods of Involving the Population in the Development of a Territorial Community]*. Kiev: Derzhavne upravlinnia : udoskonalennia ta rozvytok. Mode of access to the journal : <http://www.dy.nayka.com.ua> [in Ukrainian].
 4. *Wilcox D. (2017) The Guide to Effective Participation*. Mode of access: www.partnership.org.uk/guide/
 5. *Zbirka materialiv zi stratehii staloho rozvytku (2002) [Collection of Sustainable Development Strategy Materials]*. London : OSCE / UNDP, [in GB].
 6. *Bovron B., Vihoda A., Davidson H. (2008) Rozroblennia ta vprovadzhenia stratehichnogo planu rozvytku rehionu [Development and implementation of the strategic plan for the region]*. Kiev: K.I.S., p. 214 [in Ukrainian].
 7. *Ondrushek D. (2003) Khrestomatyiia dlia nekommercheskykh orhanyzatsyj [Books for Non-Profit Organizations]*. Slovakia: Bratislava, p. 312 [in Slovakia].
 8. *Dukes E. F. (1996) Resolving Public Conflicts – Transforming Community and Governance*. Manchester : Manchester University Press, [in GB].

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

1. *Міллер Д.* Інституції з поширення знань – Рух за перетворення провідників змін на провідників обміну [Рукопис] / Д. Міллер // Збірка матеріалів до курсу “Економічний розвиток громади”, 3 липня – 19 серпня 2005 р.; університет Конкордія. – Монреаль, 2005.
2. *Development Assistance Committee Report on Development Co-Operation / OECD*. – Paris : OECD Publishing, 1994.
3. *Льченко Н. В.* Концепція участі та методи залучення населення до розвитку територіальної громади [Електронний ресурс] / Н. В. Льченко // Державне управління : удосконалення та розвиток. – 2010. – № 7. – Режим доступу: <http://www.dy.nayka.com.ua>
4. *Wilcox D.* The Guide to Effective Participation [Електронний ресурс] / Wilcox D. – Режим доступу : www.partnership.org.uk/guide/
5. *Збірка матеріалів зі стратегії сталого розвитку / ОБСЄ / ПРООН*. – Лондон, 2002.
6. *Розроблення та впровадження стратегічного плану розвитку регіону: [практ. посіб.] / Б. Боврон, А. Вігода, Г. Девідсон [та ін.] ; за ред. І. Санжаровського*. – К. : К.І.С., 2008. – 214 с.
7. *Ондрушек Д.* Хрестоматия для некоммерческих организаций / Д. Ондрушек [и др.]. – Братислава, 2003. – 312 с.
8. *Dukes E. F.* Resolving Public Conflicts – Transforming Community and Governance / E. F. Dukes. – Manchester : Manchester University Press, 1996.



UDC: 321:353.1

Kozakov Volodymyr Nikolaevich,

Doctor of Sciences in public administration, Professor, Professor of the Department of social development and social-power relations, National Academy of Public Administration under the President of Ukraine, 03057, Kyiv, Str. Eugène Pottier, 20, tel.: (050) 393 12 12, e-mail: v.kozakov@ukr.net

ORCID: 0000-0003-1330-5244

Козаков Володимир Миколайович,

доктор наук з державного управління, професор, академік Української технологічної академії, професор кафедри суспільного розвитку та суспільно-владних відносин, Національна академія державного управління при Президентові України, 03057, м. Київ, вул. Ежена Пот'є, 20, тел.: (050) 393 12 12, e-mail: v.kozakov@ukr.net

ORCID: 0000-0003-1330-5244



Козаков Владимир Николаевич,

доктор наук государственного управления, профессор, профессор кафедры общественного развития и общественно-властных отношений, Национальная академия государственного управления при Президенте Украины, 03057, г. Киев, ул. Эжена Потье, 20, тел.: (050) 393 12 12, e-mail: v.kozakov@ukr.net

ORCID: 0000-0003-1330-5244

Olefir Oleksandr Oleksandrovich,

Postgraduate student of Department of social development and social-power relations, National Academy of Public Administration under the President of Ukraine, Kyiv, 03057, Str. Eugène Pottier, 20, tel.: (044) 456 13 86, e-mail: polituara@ukr.net

ORCID: 0000-0002-5582-0925

Олефір Олександр Олександрович,

аспірант кафедри суспільного розвитку та суспільно-владних відносин, Національна академія державного управління при Президентові України, 03057, м. Київ, вул. Ежена Пот'є, 20, тел.: (044) 456 13 86, e-mail: polituara@ukr.net

ORCID: 0000-0002-5582-0925

Олефир Александр Александрович,

аспирант кафедры общественного развития и общественно-властных отношений, Национальная академия государственного управления при Президенте Украины, 03057, г. Киев, ул. Эжена Потье, 20, тел.: (044) 456 13 86, e-mail: polituara@ukr.net

ORCID: 0000-0002-5582-0925

FEATURES OF FUNCTIONING OF THE EXECUTIVE SERVICE OF UKRAINE IN CONDITIONS OF TRANSFORMATION CHANGE

Abstract. The article substantiates the peculiarities of the functioning of the executive service in Ukraine in view of the implementation of judicial and legal reform. The purpose of the current reform of the state executive service is to find innovative forms and methods for managing the system of execution of judicial and other decisions, improving the organizational and legal principles of its functioning and greater efficiency in the practice of compulsory execution of decisions.

Particular attention is paid to the development of the institution of private performers, whose activities are possible due to the gradual establishment of a system of self-government, the mechanism of admission to the profession; the introduction of a system of control over the activities of private performers and the permission to exercise their professional activities in violation of the law.

Keywords: public administration, judicial-legal reform, state executive service, enforcement proceedings, state and private executors.

ОСОБЛИВОСТІ ФУНКЦІОНУВАННЯ ВИКОНАВЧОЇ СЛУЖБИ УКРАЇНИ В УМОВАХ ТРАНСФОРМАЦІЙНИХ ЗМІН

Анотація. У статті обґрунтовано особливості функціонування виконавчої служби в Україні з огляду на здійснення судово-правової реформи. Метою сучасного реформування державної виконавчої служби є пошук інноваційних форм та методів управління системою виконання судових та інших рішень, удосконалення організаційно-правових засад її функціонування та більшої ефективності у практичній діяльності з примусового виконання рішень. Особлива увага приділена розвитку інституту приватних виконавців, діяльність яких можлива завдяки поступовому створенню системи самоврядування, механізму допуску до професії; впровадженню системи контролю за діяльністю приватних виконавців та позбавлення дозволу на здійснення ними професійної діяльності при порушенні законодавства.

Ключові слова: публічне управління, судово-правова реформа, державна виконавча служба, виконавче провадження, державні та приватні виконавці.

ОСОБЕННОСТИ ФУНКЦИОНИРОВАНИЯ ИСПОЛНИТЕЛЬНОЙ СЛУЖБЫ УКРАИНЫ В УСЛОВИЯХ ТРАНСФОРМАЦИОННЫХ ИЗМЕНЕНИЙ

Аннотация. В статье обоснованы особенности функционирования исполнительной службы в Украине с учетом осуществления судебной реформы. Целью современного реформирования государственной исполнительной службы является поиск инновационных форм и методов управления системой исполнения судебных и иных решений, совершенствование организационно-правовых основ ее функционирования и большей эффек-

тивности в практической деятельности по принудительному исполнению решений. Особое внимание уделено развитию института частных исполнителей, деятельность которых возможна благодаря постепенному созданию системы самоуправления, механизма допуска к профессии; внедрению системы контроля за деятельностью частных исполнителей и лишения разрешения на осуществление ими профессиональной деятельности при нарушении законодательства.

Ключевые слова: публичное управление, судебная правовая реформа, государственная исполнительная служба, исполнительное производство, государственные и частные исполнители.

Formulation of the problem. Effective public administration in Ukraine is impossible without improving the activity of the authorities and local self-government, finding new forms and methods of management in various fields of public life. This important area of public administration is the executive service, until recently – the State Executive Service.

It has to be determined that the issues in the system of the state executive service have not been specifically studied until today, in the existing scientific works these issues were investigated fragmentarily without a corresponding integrated approach.

In Ukraine, there is a paradoxical situation where it is almost impossible to provide for the compulsory renewal of property rights of a citizen after a court decision. This was due to the imperfect regulatory framework, the weak responsibility of state executives, corruption at almost all levels of enforcement, and so on.

Therefore, the problem of reforming the executive service becomes especially relevant in the context of the implementation of legal and judicial reform in Ukraine.

Analysis of recent research and publications. It should be noted that a significant influence on the research of the problems of executive proceedings has been made by scientists, mainly lawyers, such as: O. Andryko, O. Banderka A. Vasiliev, I. Golosnichenko, E. Dodin, R. Kalyuzhny, N. Nyzhnik, O. Petryshyn, A. Selivanov, V. Stefanyuk, Y. Shamshuchenko, S. Shcherbak and others.

To a greater or lesser extent, the problem of reforming public administration, reforming the executive service, executive authorities, and improving the mechanisms of legal regulation of public power was investigated in the works of V. Averyanov, V. Bordenyuk, V. Golub, S. Dubenko, B. Melnichenko, V. Rekbalo, V. Shapoval and others.

One of the reasons for such a state of research in the field of enforcement proceedings could be also the lack of attention of scientists and practitioners to the problems of enforcement of court decisions. One can state that in recent times only E. Gryshko's thesis "The State Administration for the enforcement of court decisions and other bodies in Ukraine" (2016) was defended, which became a definite breakthrough

in solving this important and urgent problem.

Therefore, modern analysis of executive proceedings is extremely important and relevant, since it summarizes the activities of state executives in the process of new approaches to the practice of public administration in Ukraine.

The purpose of the paper is to substantiate the essence and peculiarities of public administration of executive proceedings in Ukraine and provide practical recommendations for its reformation.

Presentation of the main material. One of the priority reforms in Ukraine is the reform of the judicial system, which is impossible without reforming the executive service.

At different stages of the development of the statehood of Ukraine, the bodies that carried out the functions of compulsory collection of debts appeared, developed and changed. Without going into a detailed analysis of historical sources (which is understandable, given the small amount of the article), it can be argued that the formation of the system of bodies of forced execution is inextricably linked with the development of the judicial system, in which the persons who were assigned duties of execution judicial decisions. Upon obtaining independence, the system of forced execution showed its inadequacy with the realities of life and changes in the social development of the state and the legal system. The modern stage of development of the country requires the introduction of an effective innovative institute of forced enforcement in the legal field, the first steps for which have already been made

in the context of administrative and legal reform of Ukraine.

The present development of Ukraine confirms significant changes in the system of state executive service, the task of which is the timely, complete and unbiased enforcement of decisions envisaged by law. The purpose of the current reform of the state executive service is to find innovative forms and methods for managing the system of execution of judicial and other decisions, improving the organizational and legal principles of its functioning and greater efficiency in practical activities.

It's a pity but we must admit that Ukraine is one of the leaders in the number of appeals to the European Court of Human Rights. Over the past year (2016), the European Court of Human Rights (ECHR) received 18150 applications from Ukrainians. Of these, 65 % relate to non-enforcement of decisions of national courts, while the European Court considers only one-twentieth of all appeals. Ukrainians in the ECtHR claim for the truth about the actions or inaction of state bodies or officials. But even having the final decision of the European Court on their hands, they can not achieve its implementation – domestic authorities are trying to evade or delay this process in every possible way. Naturally, the decision is directed to enforcement in the organs of the state executive service (ICE). This mechanism even more burdens the already overburdened by the work of a separate state executor – today each of them accounts for several thousand productions.

The analysis of the current state of justice in Ukraine contained in the Strategy for the reforming of the ju-

dicial system, justice and related legal institutes for 2015–2020, approved by the Decree of the President of Ukraine dated May 20, 2015, № 276, also indicates that there are substantial judgments in the system of execution of judgments problems, in particular:

- a very low percentage of actual enforcement of court decisions;
- Lack of effective system of motivation for state executives;
- systemic deficiencies in the interaction of state executives with other state and non-state institutions [1, p. 33].

You can confidently state that at the present time activity of the state executive service in executing court decisions and other organs is extremely low and ineffective.

Therefore, in order to optimize the functioning of central bodies of executive power of the justice system, rational use of budget funds and in pursuance of clause 9 of Section III “Final Provisions” of the Law of Ukraine of December 28, 2014, № 76-VIII “On Amendments and Recognition as Lost the validity of legislative acts of Ukraine” on the reduction of the number of employees of state bodies by 20 per cent. On January 21, 2015, the Cabinet of Ministers of Ukraine adopted Resolution № 17 [2], which: 1) liquidated the State Executive Service of Ukraine by placing at the Ministries Justice of the tasks and functions of the implementation of state policy in the sphere of enforcement of court decisions and other bodies (officials); 3) established that the Ministry of Justice is the legal successor of the State Executive Service. All this became a positive signal for the beginning of

comprehensive reform of the executive service.

At the same time, the essential problem remains the lack of an effective mechanism for executing decisions on collection of funds from the state and budget institutions, as well as the creation of a Unified State Register of executive actions, which would allow the free access of any person to information about the property transferred to realization. The procedure for the sale of debtors’ property arrested during the execution of proceedings is still incomplete and complicated. The state executor is actually deprived of control of this stage. As a result, the realization of the arrested property is often carried out in violation of the requirements of the law, which delays the execution time, property is revalued, its market value is reduced. The resolution of the issue of increasing liability for non-enforcement of judicial decisions, by introducing appropriate amendments to the Criminal Code of Ukraine, is finally needed. Indeed, as it is known, the various facts of physical resistance to representatives of the state executive service, illegal actions in respect of property, which is subject to arrest, numerous evasion from the payment of alimony for the maintenance of children or disabled parents [3, p. 5–9].

It is impossible not to touch another innovative decision on the implementation into practice of public administration of the Institute of private performers. The Law “On Bodies and Persons providing for the Enforcement of Judgments and Decisions of Other Bodies” [4] defines the basis for the organization and activities for the enforcement of decisions by state and

private performers, their tasks and legal status. The enforcement of court decisions and decisions of other organs now relies on the organs of the state executive service and, in cases determined by the Law on Enforcement, [5], on private performers. Among the positive aspects of the implementation of private performers, one can determine the following:

- private performers are interested in the speed and full implementation of the court decision, their reward will depend on it;

- Private performers are professionals, selected in a tough competition, who have undergone training and probation;

- private executives will be endowed with the same powers as the executors of the state, but for a preventive purpose (to prevent abuse), they will not be entrusted with all types of decisions (exceptions will be, for example, property decisions in family matters, decisions on forced entry/eviction from residential premises, etc.);

- the work of private executives is not only conducted on an extrabudgetary basis, but also has to bring profits to the state – taxes [6].

It should be especially emphasized that the success of the Institute of Private Executors is possible, in particular, due to the gradual establishment of a system of self-government, the mechanism of admission to the profession; the introduction of a system of control over the activities of private performers and deprivation of permission to exercise their professional activities in violation of the law, as well as the introduction of insurance professional civil liability of private performers.

An important means of effective executive implementation should be providing equal competition between public and private enforcement of court decisions; compliance with the balance of powers of private and public executives, achieving a fair balance of interests between the protection of the rights of collectors and debtors, including through providing executors with practical access to the debtors' assets while guaranteeing protection against abuse, introducing effective incentives for voluntary execution of court decisions, measures of influence on debtors.

However, some scholars and practitioners see some threats to ease of doing business, or to improve the investment climate in the country, in the implementation of the Institute of Private Entrepreneurs.

It's no secret that because of the low level of execution of court decisions, potential investors are afraid to invest in our economy. If we raise the level of execution of court decisions, we will have opportunities for investment. If there is more investment – more jobs will be created, our economy will grow even faster, and the country will be able to advance higher in the DoingBusiness rating. We must admit that thanks to the introduction of economic reforms, Ukraine, according to DoingBusiness, has risen in the ranking of ease of doing business, has risen and is approaching best practices.

Compared to 2016, Ukraine has improved its position by indicators:

- registration of the company – from the 30th to the 20th place;
- connection to the power grids – from 137th to 130th place;
- taxation – from 107th to 84th place.

According to the Government Priority Action Plan for 2016, the Cabinet of Ministers intends to implement the necessary legislative initiatives by the end of this year that will allow Ukraine to improve its position in Doing Business and enter the first 50 best countries in 2017 and 20 in 2018.

Ukraine for 2015 has risen from 87th to 83rd in the Doing Business-2016 ranking. With an average World Bank expert count, one point in the Doing Business rating brings the state about \$ 500–600 mln. Investments. [7]

It is necessary to emphasize another important feature in the reform of the executive service. In accordance with the order of the Cabinet of Ministers of Ukraine, dated April 1, 2014, 332-r [8], in some regions of Ukraine, the system of realization of the arrested property was introduced through conducting electronic auctions. It is necessary to determine the likelihood of this step, moreover, these changes will make it possible for the formation of a single information space for the enforcement of decisions, which will lead to:

- implementation of electronic document circulation in the bodies of the state executive service;

- electronic enforcement proceedings with the automation of managerial processes, in particular the creation of an automated workstation of a state executor;

- electronic interaction of authorities and organizations with the information necessary for enforcement proceedings;

- transparent access of citizens and organizations to the executive actions opened in relation to them, absence/availability of arrears;

- provision of electronic services to citizens and organizations by the bodies of the state executive service;

- introduction of modern forms of payment of debts through electronic payment systems, with the help of mobile phones; the introduction of electronic executive letters [9, p. 194–195].

Conclusions and perspectives of further research. Proposed measures to upgrade the functioning of the executive service in Ukraine:

- ensure comprehensive protection of the rights of citizens and organizations;

- will contribute to improving the efficiency of public administration;

- reduction of corruption in the system of executive proceedings;

- reduction of paper document circulation;

- increase of salaries for state executives.

Moreover, the introduction of a system of private performers, which will compete with state executives and among themselves, will be another guarantee of effective reform of the public administration system in Ukraine and the executive service itself.

Prospects for further research should be a systematic analysis of the methods of operation of the updated executive service, the study of European experience, further improvement of the innovative forms of management activity of the executive service in Ukraine.

REFERENCES

1. *President* of Ukraine (2015), “Decree of the President of Ukraine” “On the Strategy for the Reform of the Judiciary, the Judiciary and Related Legal

- Institutions for 2015–2020”, available at: <http://zakon2.rada.gov.ua/laws/show/276/2015> (Accessed 20 October 2017).
2. *Cabinet of Ministers of Ukraine* (2016), “Resolution of the Cabinet of Ministers of Ukraine “The issue of optimizing the activity of central executive authorities of the justice system”, available at: <http://zakon5.rada.gov.ua/laws/show/17-2015-%D0%BF> (Accessed 20 October 2017).
 3. *Stadnik G. V.* (2015) “ICE: new status and legislative innovations”, *Bulleten Ministerstva usticii Ukrainu*, vol. 3, p. 5–9.
 4. *The Verkhovna Rada of Ukraine* (2016), The Law of Ukraine “On the bodies and persons who execute the enforcement of court decisions and decisions of other bodies”, available at: <http://zakon2.rada.gov.ua/laws/show/1403-19> (Accessed 20 October 2017).
 5. *The Verkhovna Rada of Ukraine* (2016), The Law of Ukraine “About execution proceedings”, available at: <http://zakon2.rada.gov.ua/laws/show/1404-19> (Accessed 20 October 2017).
 6. *The official site of Law Association “Themis”* (2015), “Features of legislative regulation of private performers”, available at: <http://femida-zakon.com.ua/publications/osoblivosti-zakonodavchogo-regulyuvannya-diyalnosti-privatnih-vikonavtsiv/> (Accessed 4 October 2017).
 7. *The official site of Economic truth* (2016), “Ukraine has risen to three points in the rating “available at: <http://www.epravda.com.ua/rus/news/2016/10/25/608951/> (Accessed 4 October 2017).
 8. *Cabinet of Ministers of Ukraine* (2014) “Resolution of the Cabinet of Ministers of Ukraine “On conducting an experiment on the introduction of a new system for the implementation of arrested property by conducting electronic auctions”, available at: <http://zakon.rada.gov.ua/laws/show/332-2014-%D1%80> (Accessed 4 October 2017).
 9. *Grishko E. M.* (2015), “On the issue of implementation of e-government tools in the area of enforcement of decisions of courts and other bodies”, *Materialy shchorichnoyi naukovo-praktychnoyi konferentsiyi za mizhnarodnoyu uchastyu* [Materials of the annual scientific-practical conference on international participation], *naukovo-praktychna konferentsiya za mizhnarodnoyu uchastyu* [Annual scientific-practical conference on international participation], p. 37–51.

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

1. “*Про Стратегию реформування судустрою, судочинства та суміжних правових інститутів на 2015–2020 роки*”, Указ Президента України від 20 травня 2015 р. № 276/2015 // Офіц. вісн. Президента України від 03.06.2015. — № 13. — С. 33. — Ст. 864.
2. *Питання оптимізації діяльності центральних органів виконавчої влади системи юстиції: постанова Кабінету Міністрів України від 21.01. 2015 р. № 17.* [Електронний ресурс]. — Режим доступу: <http://zakon5.rada.gov.ua/laws/show/17-2015-%D0%BF>
3. *Стаднік Г. В.* ДВС: новий статус та законодавчі новації / Г. В. Стаднік // *Бюлетень Міністерства юстиції України.* — 2015. — № 3. — С. 5–9.
4. *Про органи та осіб, які здійснюють примусове виконання судових рішень і рішень інших органів; Верховна Рада України; Закон від 02.06.2016 р. № 1403-VIII* [Електронний ресурс]. — Режим доступу: <http://zakon2.rada.gov.ua/laws/show/1403-19>

5. *Про виконавче* провадження; Верховна Рада України; Закон від 02.06.2016 № 1404-VIII [Електронний ресурс]. – Режим доступу <http://zakon2.rada.gov.ua/laws/show/1404-19>.
6. Федорович А. Особливості законодавчого регулювання діяльності приватних виконавців / А. Федорович [Електронний ресурс]. – Режим доступу <http://femida-zakon.com.ua/publications/osoblivosti-zakonodavchogo-regulyuvannya-diyalnosti-privatnih-vikonavtsiv/>
7. *Україна* піднялася на три пункти у рейтингу (Doing Business-2017) [Електронний ресурс]. – Режим доступу <https://www.epravda.com.ua/rus/news/2016/10/25/608951/>
8. *Про проведення* експерименту із запровадження нової системи реалізації арештованого майна шляхом проведення електронних торгів: Розпорядження Кабінету Міністрів України від 1 квітня 2014 р. № 332-р [Електронний ресурс]. – Режим доступу: <http://zakon.rada.gov.ua/laws/show/332-2014-%D1%80>
9. Гришко Є. М. До питання впровадження інструментів електронного урядування в сфері примусового виконання рішень судів та інших органів / Є. М. Гришко // Інформаційне суспільство в Україні: стан, проблеми, перспективи: Матеріали щорічної наук.-практ. конф. за міжнар. участю “Дні інформаційного суспільства-2015”, Київ, 19–20 травня 2015 р. / упоряд.: М. Малюга; за заг. ред. д-ра держ. упр., проф. Н. В. Грицяк. – К.: Тезис, 2015 – 226 с.

UDC: 351:37.013 (101.1)

Lebiedieva Nadiia Anatoliivna,
post-graduate student of the Department of
Public Administration, Interregional Aca-
demy of Personnel Management, 03039, Ky-
iv, Str. Frometivska, 2, tel.: (063) 481 52 95,
e-mail: vsesvit894@ukr.net

ORCID: 0000-0003-4095-2631

Лебедева Надія Анатоліївна,
аспірант кафедри публічного адміністру-
вання, Міжрегіональна Академія управ-
ління персоналом, 03039, м. Київ, вул. Фро-
метівська, 2, тел.: (063) 481 52 95, e-mail:
vsesvit894@ukr.net

ORCID: 0000-0003-4095-2631

Лебедева Надежда Анатольевна,
аспирант кафедры публичного админи-
стрирования, Межрегиональная Акаде-
мия управления персоналом, 03039, г. Киев, ул. Фрометовская, 2, тел.: (063) 481 52 95,
e-mail: vsesvit894@ukr.net



ORCID: 0000-0003-4095-2631

PHILOSOPHICAL BASES OF STATE ADMINISTRATION IN THE EDUCATIONAL SPHERE

Abstract. The article describes the philosophical foundations of state administration in the educational sphere. The analysis of scientific publications of contemporary Ukrainian scientists in the field of education of youth is made, as well as the opinions of world-famous philosophers are taken into account. It was established that education should be based on a philosophical, theoretical and methodological analysis of the entire educational process and modern achievements of science. Public administration in the field of education is necessary for the improvement of human beings and the whole society.

Keywords: philosophy, state administration, educational sphere, education, modern society.

ФІЛОСОФСЬКІ ЗАСАДИ ДЕРЖАВНОГО УПРАВЛІННЯ У ВИХОВНІЙ СФЕРІ

Анотація. У статті схарактеризовано філософські засади державного управління у виховній сфері. Проаналізовано наукові публікації сучасних українських вчених у галузі виховання молоді, а також враховано думки

всесвітньо відомих філософів. Встановлено, що виховання має базуватися на філософсько теоретико-методологічному аналізі всього виховного процесу та сучасних досягненнях науки. Державне управління у сфері виховання є необхідним для покращення людських особистостей і суспільства в цілому.

Ключові слова: державне управління, зарубіжний досвід, взаємодія громадянського суспільства і влади, політична криза, національний “круглий” стіл.

ФИЛОСОФСКИЕ ОСНОВЫ ГОСУДАРСТВЕННОГО УПРАВЛЕНИЯ В ВОСПИТАТЕЛЬНОЙ СФЕРЕ

Аннотация. В статье охарактеризованы философские основы государственного управления в воспитательной сфере. Сделан анализ научных публикаций современных украинских ученых в области воспитания молодежи, а также сделан акцент на мысли всемирно известных философов. Установлено, что воспитание должно основываться на философско теоретико-методологическом анализе всего воспитательного процесса и современных достижений науки. Государственное управление в сфере воспитания необходимо для улучшения качества каждой личности и общества в целом.

Ключевые слова: философия, государственное управление, воспитательная сфера, воспитание, современное общество.

Target setting. The development of modern society cannot be imagined without qualitative education of youth. In turn, the improving the education process is one of the most important tasks of public administration. Public administration in the educational sphere has to take into account the experience of mankind and the best Ukrainian traditions that cannot be imagined without resorting to the achievements of philosophy.

According to the point of view PhD in technical sciences, the master of business administration and academician of the Ukrainian municipal academy Valery Pavlovich Rubtsov, and PhD in public administration Natalya Ivanovna Perinskaya, “management is a complex and universal social phenomenon.

Management in the social context is a purposeful influence, necessary for a coherent the joint activity of people to achieve their desired results. Development of society, its individual spheres is impossible without the establishment and implementation of a definite set of laws, regulations, rules, algorithms its behavior in general and its including components” [1, p. 104]. The problem of the internal state of modern personality in complex socio-economic conditions promotes the alienation on man from others, the consequence of which is drug addiction, hypocrisy, suicide. Prevention of such phenomena is the process of education at the highest social level – the State.

Analysis of recent research and publications. According to the works

of PhD in political sciences, associate professor Valentin Malinovsky, everyone can find a sufficiently detailed definition of public administration as one of the “types of state activity, the essence of which is the implementation of managerial organizing influence through the use of executive powers using the organization of law enforcement, the implementation of managerial functions with the purpose of comprehensive socio-economic and cultural development of the state, its separate territories, as well as ensuring the implementation of state policy and in relevant areas of social life, creation of conditions for rights and freedoms of their citizens” [2].

Ukrainian scientist V. Korzhenko has researched the problem of changing philosophical paradigms in pedagogy. The role of upbringing is an essential factor in social development. Logical reasoning led the scholar to an understanding of being, which is unconventional in the human interpretation of nature, along with social truth and “specificity of philosophical thinking” [3, p. 203]. A classically updated pedagogical paradigm in terms of philosophical point of view — “the metamorphosis of educational illusions in the philosophy of I. Kant and G. Hegel” [3]. V. Korzhenko highlighted the transformation and development of non-classical concepts of fundamental education, such as dialectical materialistic determinism, which has resulted in the sociocultural interpretation of the individual education.

From the standpoint of philosophical knowledge such scholars as P. Bilenchuk, V. Gvozdetzky, S. Slivka, it is contemplated the assertions of legal re-

search, substantiating legal and philosophical phenomenon of law in relation to such categories as freedom, equality, morals, justice, power and law. Investigating the emergence of philosophical and legal opinions, their further formation in Ukraine, scientists have revealed the philosophical and legal features of the Ukrainian national idea of law, its social and cultural concepts. The legal education philosophy of a legal entity is a philosophy of “the security of legal life of a man” [4].

Legal education as a component of public administration is comprehensively considered in the context of philosophical problems by the scientists — A. Hetman, O. Danilian, O. Dzoban, S. Zhdanenko, and Yu. Kalinovsky. The role of statehood in legal education, the formation of a democratic, legal culture, and state-building are available while highlighting the subject, structure and functions of legal education, as well as its organizational and managerial basis [5]. The researchers devoted considerable attention to the analysis of the traditions of legal education in various civilizational systems, as well as to the problems of legal education in modern Ukraine.

The purpose of the article is to review the philosophical foundations of public administration in the educational sphere on the analysis of scientific publications of contemporary Ukrainian scholars in the field of philosophy and education of young people to consider.

The statement of basic materials. Mykola Boychuk, a PhD in political sciences writes in the study “Government and Civil Society: Mechanisms of Interaction”: “Modern philosophical

and political thought has not yet established a sufficient technological link between “government” and “civil society”. Problems related to the substantiation of a single paradigm of power have to rise above the polarity of the classical and non-classical paradigms of understanding this phenomenon, overcome the contradictions between the concepts of “power over” and “power” for “having an institutional nature. It is equally owned by the state and civil society.

The problem situation lies in the fact that there is a contradictory idea of the place and role of power in the formation of civil society can be observed in the cultural-historical and political studies. Since it is proved that the power belongs, on the one hand, to the state, and on the other – allegedly belongs to civil society, which together with the state create a single legal space and therefore should be equal participants in power relations within the social organism of the country” [6, p. 2–3].

From the point of view of contemporary philosophical views, the educational problems of many Ukrainian scholars are devoted to the problems of the educational sphere. Thus, the PhD in philosophical sciences Pavlo Lisovsky in the article “Spiritual capital as a philosophical reflection in modern education of Ukraine” reveals the deep-philosophical formula of spiritual capital and considers the concept of patriotic education as a guarantee of high-quality education in the security of modern Ukraine. The scholar has focused on the need to build effective spiritual constants, within which education should establish not only national, but also European civility in a dialogue of

cultures, which requires the renewal of civility on the basis of the principles of science and technology. patriotic education [7, p. 210].

Human problems were analyzed by O. Ivchenko. He viewed it in civil society as the main subject. The scholar touched on the social, civil and party, status and described moral priorities along with spiritual values, focusing on the formation of a civilian culture as a component of modern Ukrainian society. The scientist came to the statement of freedom of personality and responsibility, noting that a person appears to be the speaker of his own needs and interests in the structure of market relations. The ideal, which is the highest and also the most optimistic, is a person who combines the best qualities of man and citizen, around which education, culture, education is concentrated. Providing information to the vital space of such a person highlights the line of general humanism in the development of civil and personal [8].

An interesting research in the context of our article is the scientific work “Philosophical and pedagogical concept of P. Yurkevich” by Svetlana Kuzmina. In the second part of her dissertation, “The theoretical basis of the philosophical and pedagogical concept of P. Yurkevich”, she described the idea that the main function of philosophy was considered by the Ukrainian thinker as being some construction of a holistic worldview through the intellectual justification of the truths gained by the Christian faith [9, p. 9]. “The philosopher asserted the priority of the spiritual development of the individual in the process of creative activity, in which the harmony of the psychological (tangible,

formal) and moral freedom, which finds expression in the ability to self-defense and self-improvement, must emerge” for the domination of the subjective educational relations”. The researcher also notes that the indisputable evidence for the thinker was the feeding of pedagogy not only with the Christian doctrine, but also with the experience of a certain national traditions of education, which peculiarly embodies the pedagogical idea in life. In addition, the source of pedagogical knowledge are the facts of the experimental sciences” [9, p. 9].

“The purpose of education is to provide intellectual and emotional acceptance of the ideal, the development of the forces to achieve it, and the inspiration of the pupil to reorganize his personality by spiritual laws” [9, p. 9]. Since the latter is impossible without self-action, self-improvement, education, it should have its general task of self-education. “Thus, the priority of the pedagogical strategy of Yurkevich is the preservation of the uniqueness of the individual and the creation of conditions for her free spiritual, purely human, development” [9, p. 9].

In the period of globalization, the study of the processes of social civil institutionalization in the system of education and management models is available in the concept of social philosophy. Global development, management models and levels of self-governance, the problems of social education and education, their role in the formation of civil institutions, the state and the impact on society’s life became the subject of a thorough study of V. Zinchenko [10]. The scientists examined some trends and models of the institutions

of the globalized society in modernity, education and social education, the processes of social management in the context of the development of civil society, taking into account existing concepts of social philosophy, philosophy of education, forms of ideological strategies for the development of modern industrial society, as well as the peculiarities of the relationship between society, man and the state. According to Viktor Zinchenko, education is not only the main value of statehood. It is a basic component of national security and public consciousness. The state should form special features of the intellectuals and civil life through education. The institutionalization of social consciousness in civil structures is considered by scientists as a prerequisite for social development in the philosophy of education and management of education. The scientist analyzed the modernization of social and economic-political development together with the potential of the anthropological-psychological structure of man in the value-normative dimension of modern civil society. Reformational strategies in society and perspectives of humanization of education, management, education are outlined. V. Zinchenko explored the prospects for the formation of an integrated social and humanistic system of social education of the intellectual personality in the context of democratic socially oriented development of civil institutions and management practices in the world and in Ukraine at the present stage [10].

Jovenko L. in an scientific article states that a special program of the discipline “Ukrainian Pedagogy” has been developed in order to comply with the

provisions of the National Doctrine of Ukrainian educational development in the 21st Century. There is an exceptional importance in the training of future teachers for pedagogical activities, which emphasizes that while studying the topics covered by the program, it is worth using an integrated approach consisting of combining ethnographic materials with art studies and folklore by means of poetry, music, dance, games, ritual activities and different kinds of visibility. Particular emphasis is placed on the implementation of the national system of education and the widespread use of the achievements of popular pedagogy and culture [11, p. 68–70].

According to O. Shestopalyuk's view, the peculiarities of civil education exist in the context of the humanization of vocational education, which, in turn, requires radical reorientation. Having defined the basic principles of civic education, we can conclude that the goal is to create citizenship as an integrative quality and self-organization of an individual, which will enable a person to be legally, socially, ethically and politically capable. Thus, the humanization of education creates conditions for the revival of the spiritual, ethical and intellectual potential of the nation [12, p. 31].

Ontological, epistemological and axiological aspects of communication are disclosed by O. Ponomariov due to the consensus of the essence of the governmental phenomenon, in the context of formation and management culture development as an important precondition for ensuring effective team activity and successful achievement of the goals. The scientist outlines the importance of linguistic and nonverbal means

of communication in the culture of governance. That is why the necessity of strengthening the spiritual and cultural upbringing of youth in the system of a new generation formation of the national elite is substantiated. Thus, getting the proper effect from the application of the principles and provisions of philosophy, communication is possible only with the purposeful activity of the education system, management structures and other authoritative social institutions with a significant increase in the general spiritual and cultural level of the population [13].

The Ukrainian scholar G. Beregova considers the defining aspects of the organic combination of education and education through the transformational processes of communication of generations. According to her work, this creates the possibility of outlining theoretical and methodological aspects of the assimilation of philosophical knowledge and the definition of methodological approaches to the formation of a practical worldview of the future specialist's personality in higher native educational institutions. Polar positions on education as a way of communicating generations are dominant in modern philosophical and pedagogical literature: the authoritarian understanding of the educational process as external influence and its humanistic vision, which is aimed in the individual by the development of all the best that can be embodied from the nature. The obvious advantage is the humanistic system of theoretical intergenerational experience's reconstruction focused on enriching the inner world of the pupil, taking into account his individual peculiarities and independent spiritual

efforts. “Intertransitions of the educational philosophy and education can determine the key position of educational activities, purposefulness, and a unifying factor – its pedagogical result, consisting in the formation of intellectual and spiritual potential of man” [14, p. 3].

The need for strengthening the national unity and self-awareness of Ukrainians, the formation of a national identity, as well as the substantiation of a leading role in the process of preventing negative informational influences is the main aim of humanitarian education. It is highlighted in the study by Ye. Arkhipova “Humanitarian education as a mean of counteracting negative informational influences” [15]. “The education of a harmoniously developed, patriotically and socially responsible personality capable of confronting destructive information influences must be a priority area of the state humanitarian policy, which should involve the implementation of complex measures, in particular in the educational, cultural, scientific and informational spheres” [15, p. 4]. “Modern education should fulfill not only the traditional function of transferring social experience, but also, to a large extent, the function of training a person to live in an era of rapid social changes. It should not only some teaching for people to memorize and reproduce information, but also to instill skills for using their knowledge to search the emergence of non-traditional situations, the synthesis of new knowledge, the ability to independently making decisions and for critical perception of information” [15, p. 9].

In our opinion, there is a need to introduce mechanisms in the educational

process that would introduce students to the basics of information security, logic as a component of confrontation with negative informational influences, which should be the tasks of state administration.

Historical and pedagogical experience of Ukraine in recent times has a lot of new developments in the sphere of establishment the system of national education. So, the Ukrainian scientist Mikhail Levkovsky observes in his scientific work that in the last decade, in the direction of “realizing the principle of nationality, culture there is an accordance with the history of domestic pedagogy, the popular experience of education and training of children and young people, should become a property for future teachers” [16, p. 3].

Analyzing the problem of national-patriotic education of youth, Vasil Ryashko noted the acuteness of the problems that present in our time to the educational institutions of Ukraine. The training of specialists is associated with upbringing, since it is precisely young people who will assume responsibility for the construction of our state in the XXI century [17]. Consequently, the state must influence on the processes of education, taking into account future economic and socio-political development, to ensure a stable law and order that is capable of defending, and should be based on a philosophical and theoretical and methodological analysis of the whole educational process and the modern achievements of science.

Pavlo Lisovsky highlighted the civil society as the fact that the necessity of national patriotic education formation will promote the quality of education, increase some effective competitive-

ness, information-analytical and security-creating processes, mobility of the main factors of the spiritual growth, the capital and ensuring of the sustainable national consciousness development as the growth of internal autonomy of “rest” of personality and state [7].

Public administration in the field of education is characterized by the work of the Ukrainian scientist Tatiana Leontievna Zhelyuk throughout the prism of the principles of the functioning of the militarized service in Ukraine, as “the training of militarized servicemen in the patriotic, combat traditions of the Ukrainian people, and the observance of military discipline” [18, p. 47]. Zhelyuk T. disclosed in her scientific work those theoretical and practical aspects of the civil service institution functioning, that highlighted the principles of organization, running and functioning in the civil service, the management of the civil service, resources of provision, types of civil service in Ukraine. “From a state-legal point of view, a civil servant represents the state both in the middle of the country and externally (in relations with other states, public and non-governmental organizations). The civil servant is the representative of the state administration and carries out all actions on behalf of the state and on its behalf the state and, where appropriate, applies administrative means of coercion to it. A civil servant holds a government position only in a state body, solves state tasks in economic, social and administrative matters and ethnic areas” [18, p. 57]. Therefore, education is necessarily due to public administration.

The versatility and complexity of the state administration involves the

conceptual apparatus and methodological tools of many sciences, among which a special place is devoted to philosophy. It is the philosophy that allows us to make substantive conclusions in the scientific sphere of civil service [18, p. 13].

Pavlo Lisovsky defined the characteristic sign of an anomy state of the social system, as an accelerated mass process of marginalization of individuals, as a result of which they find themselves outside of those social communities in which they were previously in his scientific article “Paradigm’s system of value pointers in the format of spiritual capital as a pledge of wise self-preservation” [19]. “The differentiation of society leads to the fact that a certain part of it lives on the verge of poverty, with the sole aim of physiological survival, and, accordingly, these people are in a state of deep social degradation and do not see the future. A significant part of people from the ordinary way of life find themselves in extreme conditions, which threaten them with psychological stress, moral deformation, etc.” [19, p. 245–246]. The scientist also observes that such an internal extreme contributes to the creation of a state of internal disorder and disorientation, the alienation of man from man. Loss of connection with the outside world violates the law and norms in relation to oneself, the result of which is drunkenness, drug addiction, even suicide [19, p. 246].

The author of this scientific work completely shares the opinion of Pavel Lisovsky in terms of the existence of eternal values of the national idea, which pass to a new qualitative state with the development of society, becoming the basis for a new spiritual ele-

ment. “Despite the fact that the content of the new value will significantly differ from the content of its predecessor, and the new value will play a fundamentally new role in the life of society, it updates certain elements of the old value. The transition to new social relations determines the establishment of new social values, because in society gradually accumulated qualitatively new problems that require for their solution new standard samples and spiritual values, that is, there is a theoretical understanding of the essence of modern society, the laws of its development, development of a strategy for social progress” [19, p. 246].

From a similar point of view, education is an integral part of the process of formation of qualitatively new spiritual values, the content of which will contribute to bringing society to a more harmonious spiritual layer.

By definition, the well-known Ukrainian scientist, Doctor of Pedagogical Sciences Mikhail Fitsula, the process of education is a system of educational measures aimed to the formation of a comprehensive and harmoniously developed personality. “It has its own specificity, primarily purposeful. The presence of a specific goal makes it systematic and consistent, does not allow for chance, occasionalness and chaos in the conduct of educational activities” [20, p. 218].

From ancient times, humanity has been looking for the best ways to educate its citizens. It is well known that Socrates did not leave the first-order sources of his philosophical considerations to the descendants but we know (thanks to his student Platon) that the purpose of education on his opinion was

to cognize only oneself and improve one’s morals [21], [22], [23].

Turn to other philosophers. Thus, for example, according to O. F. Losev, the great work of “The State” of Plato was written for many years, as there can be seen as visible impressions of Plato’s different sentiments inherent in him throughout his life after the death of Socrates. “The first book of this dialogue is referred by most scholars to the early period of creativity Plato, when he was to some extent still faced with the fashionable then sophistic education about progress. The second and third books are distinguished by a special rhetoric in relation to art and artistic education” [24, p. 6]. In the writings of “The State”, “The Law” Plato described his own views on the education of an idle state, where exactly government was supposed to be the most important factor. Most researchers talk about the theory of Plato, based on his statement about the age division, when children under 7 years would be raised at temples under the supervision of female educators appointed by the state. From 7 to 12 years old, they would attend a public school studying for reading and writing as well as music. Age after 12 years and up to 16, teenagers must be trained in gymnastic exercises in Palestine. Invalid children should be trained for being farmers and artisans according to the philosopher. Eighteen-year-old boys will watch military-gymnastic training [16, p. 20]. Consequently, the state itself should regulate all existing processes of education.

Plato says that if a country that intends to have enough suburbs wants to cut off a part of another country, “and our neighbors, in turn, will want to take

a part from our country, if they also rush into endless self-esteem, crossing the boundary of the necessary”, then the conclusion is made on the need to fight and have a good army, as well as citizens who will be properly brought up [24, p. 163].

He interprets the education for the body as a gymnastic upbringing, but for the soul as an artistic, and such kind of education will precede the gymnastic. Speaking of the soul education, Plato includes a composition of literature [24, p. 168]. “There are 2 types of literature: one true, the other is false, and it is necessary to bring up the species of the forehead, but at first it is false”. When dealing with children, we resort to myths earlier than to gymnastic exercises. Therefore, first, we must take musical art, and then for gymnastics”.

Aristotle was a student of Plato, was a tutor of Alexander the Great. In his opinion, public administration in the field of education should have started in public schools from 7 years old, where children should be offered physical exercises, music, readings and mathematics [16, p. 21].

The knights created a system of secular education for their children, in which there were “seven free arts” of school education contrasted with “seven knight’s charities”. There were those who had to be the content of upbringing and learning for boys. To this system of education belonged: horseback riding, swimming, archery, throwing a spear, fencing, hunting, playing chess, writing poetry, singing and playing musical instruments. The feudal lords were preparing for military service from childhood [16, p. 30]. The philosophers of the Middle Ages

spoke of faith as a priority, rather than a state administration in the educational sphere, and thinkers of the Renaissance called, first of all, for the self-improvement of their talent and mind. However, Nicolo Machiavelli became one of the philosophers in the history of politics, who built his reflections on power in a fundamentally different way from his predecessors. The Renaissance era was particularly prominent in Florence, where its most talented figures of world culture, art, literature and philosophy (Dante Alighieri, Leonardo da Vinci, Michelangelo Buonarrotti, Giovanni Boccaccio, Galileo Galilei) [21], [25], [26]. The peculiarity of the time when Machiavelli lived (1469–1527) is that the monumental work “The Prince” is written by contemplating the situation alive. Machiavelli lived and worked within the processes of politics, economics, cultural life, which made him think about questions: what is the world and society, and how to create an ideal society [27], [28], [29]. As a result of observations and reflections, he wrote a work to which the first persons of the countries would apply even in the 20th century. We can assume that the work of Machiavelli is similar to some educational guidance on public administration.

Machiavelli observed the general socio-political situation in Europe in his work “The Prince”. The philosopher reflected on what power was, how people get power, how this power could be hold by one person over other people, educating them. The philosopher devoted this collection of rules to Lorenzo dei Medici [30]. In the opinion of the author of this article, the work by Machiavelli is similar to the instructions with

precise indications of to make people to obey, that is, he gives some instructions for cruel education. Here are the words of Machiavelli himself to prove this position: “For what reason it is appropriate to note that people need to be caressed or destroyed, because for the smallest evil person can take revenge, but for the great one — cannot, the conclusion of what will be such that the offense for a person it is necessary to calculate in such a way as not to be afraid of revenge” [30, p. 3].

It is known that in the Middle Ages there existed a canon of the “governor of God on the Earth”. That is, it is the representative of the supreme, divine power of heaven on earth. The king is not afraid to be persuaded, opposite the king — this is the last hope of people in solving their personal, property cases, when the court cannot help them. This social postulate of Machiavelli describes well enough in the second chapter of the book, which deals with the transfer of power by the principle of imitation. “Supporting the population of the state is an absolute component of the success of the fact that the monarch will retain this power in his hands even if another ruler appears” [30, p. 2]. Machiavelli also writes that the descendant of the ruler, whose subjects managed to stay with the ruling house, is much easier to retain power than the new master, “for it is not enough for him to transcend the customs of his ancestors”. In our example in Italy, the Duke of Ferrara, who could not resist in power after the defeat inflicted on him by the Venetians in 1484 and by Pope Julius in 1510 only because the genus of him ruled in Ferrarri from a long time ago, for the sovereign, who inherited power, had few-

er reasons and less need to press the patrials, who paid him by more love, and if he did not find the great vices that cause hatred, then he habitually used a good attitude towards his citizens” [30, p. 2]. There are a lot of examples of the power seizure that are described by the philosopher: Francesco Sforza, Cesare Borgia, Alexander VI, King Louis, a description of the death of the governor, Ramirio de Orco. That is, anyone can capture power and Nicolo Machiavelli has made such conclusion, observing contemporary events for him. He writes in chapter XVI that people are evil and ungrateful by nature: “For people as a whole can be said that they are ungrateful and inconsistent, hypocritical, deceived, repelled by danger, calls for self-exaltation: while you do good, they will promise everything for your sake: their blood, their life, their children, their property, but when you need them, then they will immediately turn away from you” [30, p. 41], [31, p. 25].

In the context of his thoughts on the human nature the philosopher shows that the Prince should not think that all people will be obedient. They will be greedy, helpful people who need to be able to rule. It is necessary to bring subjects to feelings. What should people feel in relation to their Prince, love or fear? He begins his reflection from love: love is a great feeling that prompts a person for the best deeds, even feats. But he takes his thoughts about love for politics and shows that this feeling can be changeable: today the subject of love is the Master, bringing him to the throne, and later they can go to another one. Relying on their profound feelings towards the sovereign does not make sense. There must be another way of

keeping the people within the permissible limits — it's a fear. It is a fear that allows people to be kept within the society, within the state. According to Machiavelli, the physical destruction of the people who helped to come to the power is needed because, after a while, they wish to seek precisely from those who helped to obtain this power. This happens because the owner becomes an object of envy. The ratio to Machiavelli was ambiguous among scholars. But it has to be remembered another work of the philosopher, which was written after "The Prince" — "Reflections on the first decade of Tit Livy" [32]. Tit Livy — the first Roman historian who tried to present a conditional story. Bearing in mind the phenomenon used in the work of Tit Livy on moral values as the basis of human culture, Machiavelli believes that it is possible to construct an ideal society in Italy. The Prince is needed only for teaching the people to live according to the laws, and when each person is moral, then no supreme ruler will be needed [32].

According to the opinion of modern Ukrainian scholar, PhD in political sciences L. Yablonskoy, for the philosophy of modern times, romanticism is characteristic. It was formed in the era of the New Age, was not another unnatural branch in the formation of spiritual ways of understanding the reality of the era [33, p. 13]. "This is not the collapse of the grandiose construction of the rationalism of the bourgeois era and is not confused, simplified explanation in many of its forms of the newborn bourgeois era" [33, p. 13]. This is, in the opinion of the scholar, "a reflection of the objective process, which not only attempts to investigate the special

dynamics of change and processes (especially their acute feelings and experiences as participation), which took place here, but also carries a kind of delineation of "total" political technology, which became already extra-human in its essence and first appeared as a space of existence of the whole society, forming a complex system of power relations" [33, p. 13].

The culmination of German romanticism was the creation of philosophical and political-legal doctrines F. Fichte, F. Schelling, I. Kant, G. V. Hegel "It is the logic of the formation of a state based on fair laws, the essence of which would be determined by law and morality, has become a unifying link for the sociopolitical theories of these thinkers. Secondly, the study made it possible to determine the following criteria for political romanticism" [33, p. 14].

"German classical philosophy has integrated into itself the corresponding notions of previous periods of political and philosophical thought development" [34, p. 15].

Ukrainian scientist Natalia Volkova writes: "Society as a social association of people can function and develop only through deliberate, systematic and organized work on the education of each individual" [35, p. 94].

Vasyl Sukhomlynsky wrote about education by means of conversations about civic consciousness. According to the great Ukrainian teacher, such conversations cause the pupils' desire to be good, real people. "The true education includes self-education. The educational power of the word lies precisely in the fact that it prompts the inner spiritual forces of a person. With the capture

of beauty and valor of civic consciousness, there is a desire to become morally beautiful then one has been born” [36, p. 454].

We mean that the term “state” is a social phenomenon that has certain functions and managerial interactions with society in the modern historical and legal context, that the state is a form of society, with which it becomes orderly, stable and, as a consequence, develops. The state provides social services to the whole society with its activities [17, p. 28]. The essence of the state is revealed and realized through interaction with the society.

Conclusions. As a result of analyzing the scientific research in the field of philosophical knowledge, we can speak about some polar views on the problem of public administration in the educational sphere. On the one hand — the state should promote the education of ideal citizens in order to improve the social organism, on the other — education can be based on feelings of fear, which was embodied during years of totalitarianism.

The versatility and complexity of the state administration involves the conceptual apparatus and methodological tools of many sciences, among which a special place is devoted to philosophy. It is the philosophy that makes it possible to make substantive conclusions in the scientific sphere of the civil service and through systematic influence to shape the worldview, to contribute to the process of formation of the moral principles of the individual.

The problem of internal extremism contributes to the creation of a state of internal disorder and disorientation, the alienation of man from the others,

as a result of which there are such social entropy phenomena as hard-drinking, drug addiction, even suicide. Prevention of such phenomena is the process of education at the highest social level — the State. In the cultural-historical and political studies there is a contradictory view on the place and role of power in the formation of civil society. From the point of view of contemporary philosophical works, the scholarly intelligence of many Ukrainian scientists and the concept of education, as a guarantee of a qualitative future of Ukraine, are to be devoted to the problems of the educational sphere, to be built on spiritual constants, to affirm the national, together with European civic consciousness, in the dialogue of cultures. Education is the main value of statehood. It is a basic component of national security and public consciousness. The state should form special features of the intellectuals and civil life through education.

The state should influence on the processes of education, taking into account future economic and sociopolitical development, to ensure a stable legal order for defense purposes. Education should be based on a philosophical theoretical and methodological analysis of the whole educational process and the modern achievements of science. Thus, public administration in the field of education is evident and necessary for the improvement of human persons and obsession in general, which is confirmed by the philosophical views of the most famous philosophers of mankind and reflected in the scientific researches of leading Ukrainian scientists.

REFERENCES

1. *Rubtsov V. P., Peryns'ka, N. I.* (2008), *Derzhavne upravlinnya ta derzhavni ustanovy* [Public administration and state institutions], Universytet "Ukrayina", Kyiv, Ukraine.
2. *Malynovs'kyi V. Ya.* Teoretychni zasady derzhavnogo upravlinnya [Theoretical foundations of state administration], available at: <http://svitppt.com.ua/politika/teoretichni-zasadi-derzhavnogo-upravlinnya.html> (Accessed 20 October 2017)
3. *Korzhenko V. V.* (1998), *Filosofiya vykhovannya: zmina oriyentatsiy* [Philosophy of education: change of orientations], Ukr. akad. derzh. upr. pry Prezydentovi Ukrayiny, Vyd-vo UADU, Kyev, Ukraine.
4. *Bilenchuk P. D., Hvozdet's'kyi V. D., Slyvka S. S.* (1999), *Filosofiya prava* [Philosophy of Law], Yevrop. un-t upr., bezpeky ta inf.-prav. tekhnolohiy, Atika, Kyiv, Ukraine.
5. *Het'man A. P.* (2012), *Filosofiya pravovoho vykhovannya* [Philosophy of legal education], Nats. un-t "Yuryd. akad. Ukrayiny im. Yaroslava Mudroho", Pravo, Kyiv, Ukraine.
6. *Boychuk M. A.* (2007), "Government and civil society: mechanisms of interaction", Ph.D. Thesis, Political science, National Pedagogical Dragomanov University, Kyiv, Ukraine.
7. *Lisovs'kyi P.* (2010), "Spiritual Capital as a Philosophical Reflection in the Modern Education of Ukraine", *Filosofska osvity*, vol. 1/2, p. 210–219.
8. *Ivchenko O. H.* (2013), *Lyudyna v strukturi hromadyans'koho suspil'stva: filosofiya identychnosti* [Man in the structure of civil society: the philosophy of identity], 2nd ed, Znannya Ukrayiny, Kyiv, Ukraine.
9. *Kuz'mina S. L.* (2000), "Philosophical and pedagogical concept of P. Yurkevich", Ph.D. Thesis, the history of philosophy, Hryhoriy Skovoroda Institute of Philosophy, National Academy of Sciences of Ukraine, Kyiv, Ukraine.
10. *Zinchenko V. V.* (2011), *Sotsial'na filosofiya menedzhmentu i osvity v instytutysynomu vymiri hlobal'noho rozvytku (intehratyvna kontseptolohiya)* [Social Philosophy of Management and Education in the Institutional Dimension of Global Development (Integrative Conceptualism)], Lyuksar, Kyiv, Ukraine.
11. *Yovenko L.* (2007), "Program of the special course Ukrainian Childhood Science", *Ridna shkola*, vol. 2, p. 68–70.
12. *Shestopalyuk O. V.* (2008), "Humanistic aspects of civic education in high school", *Teoriya i praktyka upr. sots. systemamy: filos., psykholohiya, pedahohika, sotsiol*, vol. 1, p. 26–32.
13. *Ponomar'ov O. S.* (2011), "Humanistic aspects of civic education in high school", *Teoriya i praktyka upravlenia sotsialnimi systemamy: filos., psykholohiya, pedahohika, sotsiol*, vol. 1, p. 23–30.
14. *Berehova H. D.* (2013), "Interrelationship of the philosophy of education and education in the theoretical reconstruction of forms and methods of communication of generations", *Visn. Nats. tekhn. un-tu Ukrayiny "KPI". Ser. Filosofiya. Psykholohiya. Pedahohika*, vol. 1, p. 3–9.
15. *Arkhypova Ye. O.* (2015), "Humanitarian education as a means of counteracting negative informational influences", *Visn. Nats. tekhn. un-tu Ukrayiny "KPI". Ser. Filosofiya. Psykholohiya. Pedahohika*, vol. 1, p. 3–9.
16. *Levkivs'kyi M. V.* (2003), *Istoriya pedahohiky* [History of pedagogy], Tsent navchal'noyi literatury, Kyiv, Ukraine.
17. *Ryashko V. I.* (2016), "Theoretical and methodological analysis of national-patriotic education of student youth", *Visn. Nats. un-tu "Lviv. politekhnika"*, vol. 837, p. 418–425.

18. *Zhelyuk T. L.* (2005), *Derzhavna sluzhba [Public Service]*, Profesional, Kyiv, Ukraine.
19. *Lisovs'kyi P.* (2013), "Paradigmall system of value pointers in the format of spiritual capital as a pledge of wise self-preservation", *Hileya : naukovyy visnyk*, vol. 75, p. 245–248.
20. *Fitsula M. M.* (2000), *Pedahohika [Pedagogy]*, Vydavnychyy tsentr "Akademiya", Kyiv, Ukraine.
21. *Andrushchenko V. P.* (2005), *Vstup do filosofiyi. Velyki filosofyyi [Introduction to philosophy. Great philosophies]*, Kyiv, Kharkov, Ukraine.
22. *Afanasenko V. S., Volovych V. I., Holovchenko H. T.* (2004), *Filosofiya [Philosophy]*, Prapor, Kharkov, Ukraine.
23. *Bychko A. K., Bychko I. V., Tabachkovs'kyi V. H.* (2001), *Filosofiya [Philosophy]*, Lybid, Kyiv, Ukraine.
24. *Plato* (2007), *Sochynenyia [Compositions]*, in 4 vols. — Vol. 3–4.1., Yzd-vo S.-Peterb. un-ta, "Yzd-vo Oleha Abushko", Saint Petersburg, Russia.
25. *Huberns'kyi L. V., Nadol'nyy I. F., Andrushchenko V. P.* (2001) *Filosofiya [Philosophy]*, Vikar, Kyiv, Ukraine.
26. *Petrushenko V. L.* (2011), *Filosofs'kyi slovnyk : terminy, personaliyi, sententsiyi [Philosophical dictionary: terms, personalities, sentences]*, "Mahnoliya 2006", L'viv, Ukraine.
27. *Tabachkovs'kyi V. H., Bulatov M. O., Khamitov N. V., Andros E., Dondyuk A.* (2003) *Filosofiya: svit lyudyny [Philosophy: the world of man]*, Lybid', Kyiv, Ukraine.
28. *Korzhenko V. V.* (1998), *Filosofiya vykhovannya: zmina oriyentatsiy [Philosophy of education: change of orientations]*, Ukr. akad. derzh. upr. pry Prezydentovi Ukrainy, Vyd-vo UADU, Kyiv, Ukraine.
29. *Khamitov N. V., Harmash L. N.* (2000), *Istoriya filosofiyi. Problema lyudyny ta yiyi mezh [History of philosophy: change of orientations]*, Naukova dumka, Kyiv, Ukraine.
30. *Makyavelly Nykolo* (2010–2017), *Hosudar'*, [The Prince], available at: <http://royallib.ru/book> (Accessed 20 October 2017).
31. *Istoriya vchen' pro derzhavu i pravo. Polityko-pravova dumka epokhy Vidrodzhennya, Reformatsiyi ta Prosvitnytstva. Khrestomatiya* (2010), [History of the doctrine of the state and the law. Political and legal thought of the Renaissance, Reformation and Enlightenment. Reader], *Derzhavnyy vyshchyy navchal'nyy zaklad "Ukrayins'ka akademiya bankivs'koyi spravy Natsional'noho banku Ukrainy"*, DVNZ "UABS NBU", Sumy, Ukraine.
32. *Makyavelly Nykolo* (2010–2017), *Ras-suzhdenyya na pervuyu dekadu Tyta Lyvyia Hosudar'*, [Thoughts for the first decade of Tita Libya], available at: <http://royallib.ru/book> (Accessed 20 October 2017).
33. *Yablons'ka L. V.* (2002), "Romanticism as a way of understanding the state and nation in the political and legal concepts of thinkers of Germany of the XVIII-XIX centuries" PhD Thesis, Theory and history of political science, L'viv, Ukraine.
34. *Stavchenko S. V.* (2003), "Philosophical comprehension of the transformation of the state (historical and philosophical analysis)" PhD Thesis, History of Philosophy, Dnipropetrovs'k, Ukraine.
35. *Volkova N. P.* (2007), *Pedahohika [Pedagogy]*, Akademyvdav, Kyiv, Ukraine.
36. *Sukhomlyns'kyi V. A.* (1979) *Yzbranniie proyzvedenyia v 5 tomakh [Selected works: in 5 volumes]*, Vol. 1. *Radianska shkola*, Kyiv, Ukraine.

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

1. *Рубцов В. П.* Державне управління та державні установи / В. П. Рубцов,

- Н. І. Перинська; за ред. д-ра соціол. наук, проф. Ю. П. Сурміна. — К.: Ун-т “Україна”, 2008. — 440 с.
2. *Малиновський В. Я.* Теоретичні засади державного управління [Електронний ресурс]. — Режим доступу: <http://svitppt.com.ua/politika/teoretichni-zasadi-derzhavnogo-upravlinnya.html>
 3. *Корженко В. В.* Філософія виховання: зміна орієнтацій / В. В. Корженко; Укр. акад. держ. упр. при Президентові України. — К.: Вид-во УАДУ, 1998. — 303 с.
 4. *Біленчук П. Д.* Філософія права / П. Д. Біленчук, В. Д. Гвоздецький, С. С. Сливка; ред.: Біленчук; Європ. ун-т упр., безпеки та інф.-прав. технологій. — К.: Атіка, 1999. — 208 с.
 5. *Гетьман А. П.* Філософія правового виховання: навч. посіб. / А. П. Гетьман, О. Г. Данильян, О. П. Дзюбань, С. Б. Жданенко, Ю. Ю. Калиновський; ред.: А. П. Гетьман, О. Г. Данильян; Нац. ун-т “Юрид. акад. України ім. Ярослава Мудрого”. — Х.: Право, 2012. — 242 с.
 6. *Бойчук М. А.* Влада і громадянське суспільство: механізми взаємодії: автореф. дис. на здобуття наук. ступеня канд. політ. наук: спец. 23.00.01 “Теорія та історія політичної науки” / М. А. Бойчук. — Київ, 2007. — 20 с.
 7. *Лісовський П.* Духовний капітал як філософська рефлексія в сучасній освіті України / П. Лісовський // Філософ. освіти. — 2010. — № 1/2. — С. 210–219.
 8. *Івченко О. Г.* Людина в структурі громадянського суспільства: філософія ідентичності / О. Г. Івченко; Нац. пед. ун-т ім. М. П. Драгоманова. — 2-ге вид. — К.: Знання України, 2013. — 380 с.
 9. *Кузьміна С. Л.* Філософсько-педагогічна концепція П. Д. Юркевича, спец. 09.00.05 — історія філософії, автореф. на здоб. наук. ступеня канд. філософ. наук. — Київ, 2010. — С. 22.
 10. *Зінченко В. В.* Соціальна філософія менеджменту і освіти в інституційному вимірі глобального розвитку (інтегративна концептологія): монографія / В. В. Зінченко. — К.: Люксар, 2011. — 663 с.
 11. *Йовенко Л.* Програма спецкурсу “Українське дитинознавство” / Л. Йовенко // Рідна шк. — 2007. — № 2. — С. 68–70.
 12. *Шестопалюк О. В.* Гуманістичні аспекти громадянського виховання у вищій школі / О. В. Шестопалюк // Теорія і практика упр. соц. системами: філософ., психологія, педагогіка, соціол. — 2008. — № 1. — С. 26–32.
 13. *Пономарьов О. С.* Філософія спілкування в контексті культури соціального управління / О. С. Пономарьов // Теорія і практика упр. соц. системами: філософ., психологія, педагогіка, соціол. — 2011. — № 1. — С. 23–30.
 14. *Берегова Г. Д.* Взаємоперетин філософії освіти й виховання у теоретичній реконструкції форм і способів спілкування поколінь / Г. Д. Берегова // Вісн. Нац. техн. ун-ту України “КПІ”. Серія Філософія. Психологія. Педагогіка. — 2013. — № 1. — С. 3–9.
 15. *Архипова Є. О.* Гуманітарна освіта як засіб протидії негативним інформаційним впливам / Є. О. Архипова // Вісн. Нац. техн. ун-ту України “КПІ”. Серія Філософія. Психологія. Педагогіка. — 2015. — № 1. — С. 3–9.
 16. *Левківський М. В.* Історія педагогіки. — К.: Центр навч. л-ри, 2003. — 360 с.
 17. *Ряшко В. І.* Теоретико-методологічний аналіз національно-патріотичного виховання студентської молоді / В. І. Ряшко // Вісн. Нац. ун-ту “Львів. політехніка”. — 2016. — № 837. — С. 418–425.

18. *Желюк Т. Л.* Державна служба / Т. Л. Желюк. — К.: ВД “Професіонал”, 2005. — 576 с.
19. *Лісовський П.* Парадигмальна система ціннісних орієнтирів у форматі духовного капіталу як запорука мудрому самозбереженню / П. Лісовський // Гілея: наук. вісник. — 2013. — № 75. — С. 245–248.
20. *Фіцула М. М.* Педагогіка. — К.: Вид. центр “Академія”, 2000. — 544 с.
21. *Андрущенко В. П.* Вступ до філософії. Великі філософії / В. П. Андрущенко. — К.; Х., 2005. — 512 с.
22. *Афанасенко В. С.* Філософія / В. С. Афанасенко, В. І. Волович, Г. Т. Головченко, М. І. Горлач, В. Г. Кремень. — Х.: Прапор, 2004. — 735 с.
23. *Бичко А. К., Бичко І. В., Табачковський В. Г.* Філософія / А. К. Бичко, І. В. Бичко, В. Г. Табачковський. — К.: Либідь, 2001. — 408 с.
24. *Платон.* Сочинення в 4 т. — Т. 3–4.1. — СПб.: Изд-во С.-Петербур. унта, Изд-во Олега Абышко, 2007. — 752 с.
25. *Губернський Л. В.* Філософія / Л. В. Губернський, І. Ф. Надольний, В. П. Андрущенко. — К.: Вікар, 2001. — 457 с.
26. *Петрушенко В. Л.* Філософський словник : терміни, персоналії, сентенції / В. Л. Петрушенко. — Львів : Магнолія 2006, 2011. — 352 с.
27. *Табачковський В. Г.* Філософія: світ людини / В. Г. Табачковський, М. О. Булатов, Н. В. Хамітов, Є. Андрос, А. Дондюк. — К.: Либідь, 2003. — 432 с.
28. *Корженко В. В.* Філософія виховання: зміна орієнтацій / В. В. Корженко; Укр. акад. держ. упр. при Президентові України. — К.: Вид-во УАДУ, 1998. — 303 с.
29. *Хамітов Н. В., Гармаш Л. Н.* Історія філософії. Проблема людини та її меж / Н. В. Хамітов, Л. Н. Гармаш. — К.: Наук. думка, 2000. — 271 с.
30. *Макиавеллі Николо.* Государь. — [Електронний ресурс]. — Режим доступу: <http://royallib.ru/book>
31. *Історія вчень про державу і право.* Політико-правова думка епохи Відродження, Реформації та Просвітництва. Хрестоматія / уклад. В. В. Сухонос. — Державний вищий навчальний заклад “Українська академія банківської справи Нац. банку України”. — Суми : ДВНЗ “УАБС НБУ”, 2010. — 255 с.
32. *Макиавеллі Николо.* Рассуждения на первую декаду Тита Ливия. — [Електронний ресурс]. — Режим доступу: <http://royallib.ru/book>
33. *Яблонська Л. В.* Романтизм як спосіб осмислення держави та нації у політико-правових концепціях мислителів Німеччини XVIII–XIX століть автореф. 23.00.01 “Теорія та історія політ. науки”. — Львів, 2002. — 19 с.
34. *Ставченко С. В.* Філософське осмислення трансформації держави (історико-філософський аналіз): автореф. дис. ... канд. філософ. наук : спец. 09.00.05 “Історія філософії” / С. В. Ставченко. — Дніпропетровськ, 2003. — 19 с.
35. *Волкова Н. П.* Педагогіка / Н. П. Волкова. — К.: Академвидав, 2007. — 616 с.
36. *Сухомлинський В. А.* Избранные произведения: в 5 т. / редкол. А. Г. Дзевежин (пред.) и др. — К.: Рад. школа, 1979. — Т. 1. — 1979. — 686 с.



UDC: 351:629.113

Murashev Sergey Pavlovych,
graduate student of the Department of Management and Administration, O. M. Beketov National University of Urban Economy in Kharkiv, 61002, Kharkiv, Str. Marshal Bazhanov, 17, tel.: (099) 337 24 25, e-mail: murasergey@inbox.ru

ORCID: 0000-0002-2163-0218

Мурашев Сергій Павлович,
аспірант кафедри менеджменту та адміністрування, Харківський національний університет міського господарства ім. О. М. Бекетова, 61002, м. Харків, вул. Маршала Бажанова, 17, тел.: (099) 337 24 25, e-mail: murasergey@inbox.ru

ORCID: 0000-0002-2163-0218

Мурашев Сергей Павлович,
аспирант кафедры менеджмента и ад-

министрирования, Харьковский национальный университет городского хозяйства им. А. Н. Бекетова, 61002, г. Харьков, ул. Маршала Бажанова, 17, тел.: (099) 337 24 25, e-mail: murasergey@inbox.ru

ORCID: 0000-0002-2163-0218

THE STRUCTURE OF MECHANISM RATIONAL USED RESOURCES OF ENVIRONMENT IN THE AUTOMOTIVE COMPLEX: ON THE EXAMPLE OF ONE OF THE SUBJECTS OF MANAGEMENT

Abstract. The article proposes to consider the created structure of an integrated management mechanism (governance entities) by rational resource use in the motor transport complex, which is based on the activities of four ministries and subjects subordinate to them. Functional obligations, relationships and control functions are defined.

Keywords: mechanism of management, motor transport complex, concept, resource use, rational resource use in the motor transport complex.

СТРУКТУРА МЕХАНІЗМУ ДЕРЖАВНОГО УПРАВЛІННЯ
РАЦІОНАЛЬНИМ РЕСУРСКОРИСТУВАННЯМ

В АВТОТРАНСПОРТНОМУ КОМПЛЕКСІ: НА ПРИКЛАДІ ОДНОГО ІЗ СУБ'ЄКТІВ УПРАВЛІННЯ

Анотація. У статті розглядається створена структура комплексного механізму управління (суб'єктів управління) регіональним ресурсокористуванням в автотранспортному комплексі України, що засновується на діяльності чотирьох міністерств та суб'єктів, підпорядкованих їм. Визначаються функціональні зобов'язання вищих та нижчих суб'єктів управління, взаємозв'язки та функції з контролю.

Ключові слова: механізм управління, автотранспортний комплекс, концепція, ресурсокористування, раціональне ресурсокористування в автотранспортному комплексі.

СТРУКТУРА МЕХАНІЗМА ГОСУДАРСТВЕННОГО УПРАВЛЕНИЯ РАЦИОНАЛЬНЫМ РЕСУРСОПОЛЬЗОВАНИЕМ В АВТОТРАНСПОРТНОМ КОМПЛЕКСЕ: НА ПРИМЕРЕ ОДНОГО ИЗ СУБЪЕКТОВ УПРАВЛЕНИЯ

Аннотация. В статье предлагается к рассмотрению созданная структура комплексного механизма управления (субъектов управления) рациональным ресурсопользованием в автотранспортном комплексе Украины, которая основывается на деятельности четырех министерств и подчиненных им субъектов. Определены функциональные обязательства высших и низших субъектов управления, взаимосвязи и функции по контролю.

Ключевые слова: механизм управления, автотранспортный комплекс, концепция, ресурсопользование, рациональное ресурсопользование в автотранспортном комплексе.

Statement of a problem. The developed concept of rational resource use management that was earlier put forward in authors works determines the availability of efficient structure, that is absent in required state. In order to fulfill these problems it is possible to improve present structures or create new ones under the established management goals. The current aims lie in improving of existing structure determination of goals for every management subject and establishment of correlation based on existing structures. This problem should be developed in the aspect of existing theories

of state management and its hierarchy. At this stage it is necessary to consider the agent of management and its set of descriptions.

Analysis of the recent research and publications. The main scientific achievements in the development of problems of improving the structural potential of government are set forth in the works of T. E. Kaganovskaya [1], S. N. Seregina [2], A. A. Pashko [3], A. Yu. Obolensky [4] – scientists of the national scientific school, as well as in the works of foreign authors [5, 6]. The main lack of existing scientific groundworks is that the research was

done fragmentary. The authors analyzed problems of structural support management, however the established management goals for these subjects do not correspond the previously proposed goals of management in Ukraine. In conclusion, due to objective differences in subjects of scientific research and its results it is supposed to develop additional complex study of the problem in the aspect of motor transport management.

The main purpose of the article lies in developing regular structure that is called to fulfill existing targets of management in order to make a transfer to rational use of resources inside the motor transport complex. To establish the main functional competence by the example of one of the subject, to discover relations with the other subjects and single out control functions.

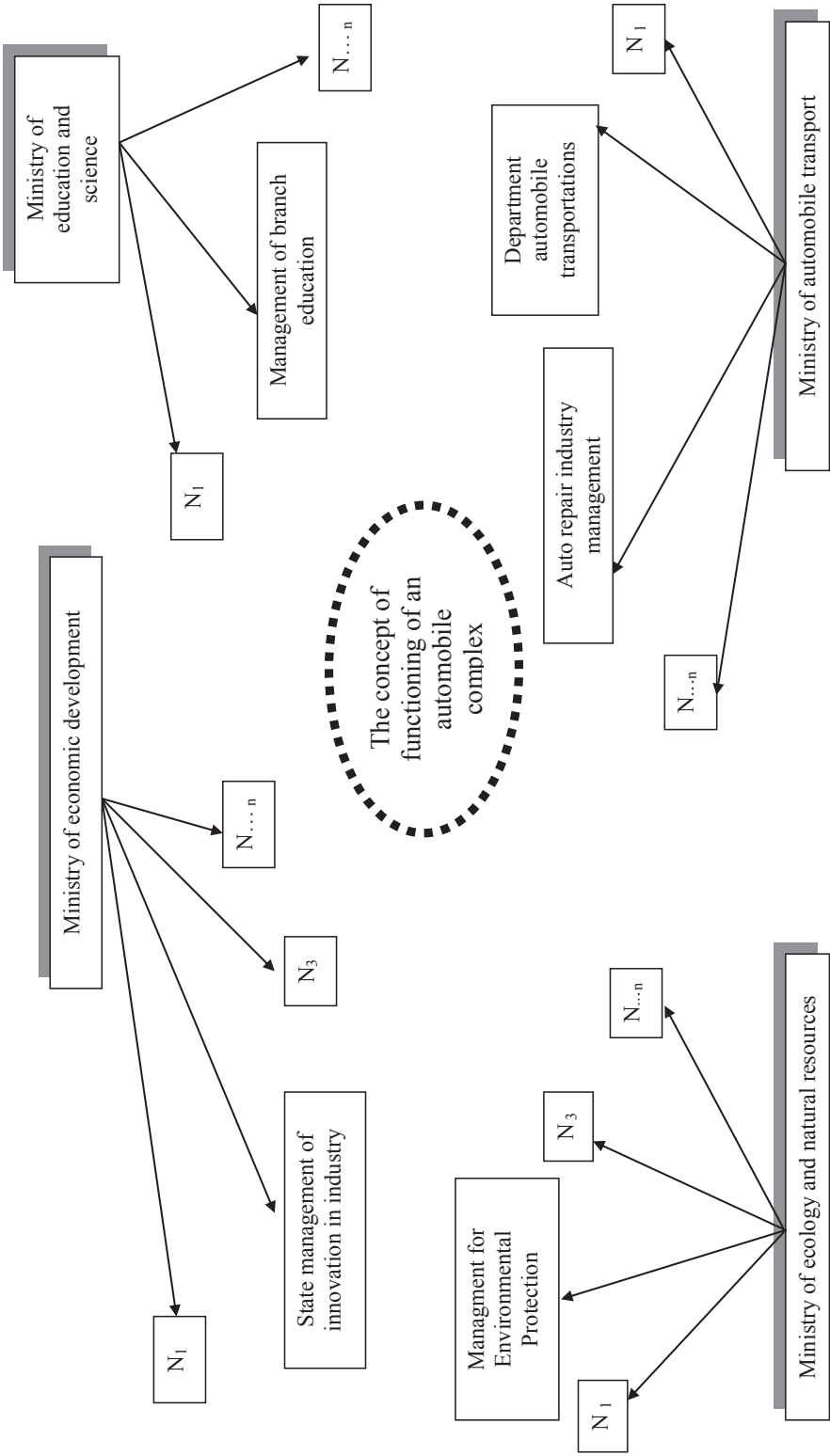
The statement of basic materials. Realization of developed management solutions [7] is accomplished with the help of control structure that consists of four departments. As L. Lynn points out [6], the effectiveness of the system of public administration itself depends on a wide range of its qualities. One of the components of effective management is the formation of an efficient administrative structure, which is a function of the management system [1; 2]. Picture 1 shows the structural components of harmonious exploitation in the automobile complex in Ukraine. Among the list of main management subjects we can single out the Ministry of Economic Development, the Ministry of Ecology and Natural Resources, the Ministry of Motor transport and the Ministry of Education. Among the other management subjects that are

subordinated to every ministry we offer to create additional. For the Ministry of Natural resources it is possible to create the Department of environment preservation, for the Ministry of Motor transport – the Department of motor car repair service and the Department of motor car transportation, for the Ministry of education – the Department of sectoral education.

Functional engagements, interrelations and control functions can be analyzed by the example of the National department of innovative industry development. The strategic goal of this department lies in providing steady development of different industry fields, ensuring steady innovative development and development of automobile industry. Finally, the innovative activity should consist of the complex of transformations that will promote the discovery of new development vectors of different industry fields. This national management subject is called to introduce methods of harmonious exploitation and innovative methods of manufacture and service offering, to form ecological thinking of consumers. It means that the national management of innovative work has a mission of economy integration into environment with the goal of harmonious exploitation, whereas nowadays we can observe irrational use of natural resources inside the economic industry.

Let us have a look at the main management problems:

1. Elaboration, control and amendment of automobile industry development in the aspect of chosen concept (establishment of perspective development trends in motor car field under the modern conditions):



The structure of the complex mechanism of management in AC

- 1.1. Designing and elaboration of technical documentation to new automobile transport production that use alternative types of energy.
 - 1.2. Organization of research and service activity in improving automobile transport that is already in use.
 - 1.3. Designing and elaboration of technical documentation for production of motor cars with increased term date.
 - 1.4. Designing automobile technology with perspective construction.
 - 1.5. Designing and elaboration of technical documentation for producing motor car transport with increased indexes of maintainability that will allow to implement the permanent resource of the components and prolong the life-cycle of motor car transport.
 - 1.6. The variety widening of components that serve to recovery repair.
 - 1.7. Total widening of components variety (spare parts) for motor cars that are produced by the national manufacturers on the basis of development and improving of manufacturing machinery and processes.
 - 1.8. Development of methods of ecological risks predictions in case of inappropriate resource exploitation strategy during working.
 - 1.9. Establishment of goods and services of social importance with the purpose of harmonious exploitation of natural resources
 2. Probability valuation of secondary resource formation within the production and its rational use.
 3. Participating in development of laws and regulations of automobile transport functioning with regard to rational use of resources.
 4. Assessment of taxes by executive authority in automobile complex.
 5. Creation of innovative infomedia inside the automobile complex:
 - 5.1. Information support rendering to academies about the lust industry achievements and perspective development tendencies with the purpose of hier-qualified training of specialists in the field.
 - 5.2. Coordination of collaboration between production, educational institutions, research institution in order to identify priority areas for research and advanced development and to strengthen the competitiveness of producers.
 7. Organization, development and maintenance of interbranch and interdepartmental relations, provision of integrated information support to other subjects of management within the chosen concept.
 8. Formation of the budget of the center.
 9. Formation of ecological thinking among the population of the country (ecological ideology).
- Among the list of the above listed functions lets separately consider the content of the two. The first, aimed to develop methods for forecasting the emergence of environmental risks in the event of a discrepancy between the real policy of resource use of the declared concept. The implementation of this task is entrusted to two subjects of state management – the State Administration of Innovative Activities in Industry and the Management of

the Automotive Repair Industry. The second function is the introduction of environmental ideology (the formation of environmental thinking in the country's population), the implementation of which is solely entrusted to the State Administration for Innovation in Industry. In addition to the first – the development of modern methods for forecasting the emergence of environmental risks, where the absence of a clear functional distribution is due to the fact that the first entity is responsible for the formation of strategic vectors for the development of the industry, while the second entity is authorized to solve specific (sectoral) tasks. In turn, the use of known methods of assessing (predicting) the occurrence of environmental risks of problems is not possible, because they essentially allow us to state the existence (an objective manifestation) of an environmental risk-problem. However, the very existence of the resource problem does not cause doubts today, whereas there is a great scientific necessity in the definition (mathematical calculation) of the depth of unused natural and energy resources (resource utilization indicator) over the entire life cycle of the vehicle at the time of the decision to withdraw (recycling) of the vehicle from service. There is no assessment criterion or measure (today it is a measure of uncertainty) should reflect the sum of the total amount of material resources and the amount of energy resources spent on producing one unit of automobile transport in relation to the actual mileage of the vehicle, which should be defined as an indicator of rational resource use (RESMILE). In the future, it is necessary to set the numerical

value of the RESMILE to three categories of depth of resource use – effective, permissible and unacceptable (emergency). The last indicator will show the irrational use of resources built into the vehicle, which is due to poor quality management complex.

The essence of ecological ideology, the second of the functions, is the acquisition by the population of the necessary awareness of the careful attitude to the environment today and in the future. It is proposed to mobilize the population (car owners) of the country to participate in the creation of a quality living environment by filling the information vacuum with reliable data on environmental problems in the environment associated with the functioning of the motor transport complex and the operation of vehicles (not only in the matter of atmospheric air pollution with exhaust gases). The effective application of this lever depends on the understanding of the following problems by the subject of management:

a) low activity of the population in the issue of education in the quality of the environment in general;

б) absence of any fundamental knowledge and general information about the crisis situation in the environment and inside the functioning of the motor transport complex, and hence the recognition of the existence of a systemic environmental crisis.

To solve these problems, it is necessary to analyze the factors that caused their appearance. First, over the past 20 years with the active participation of automakers, a steadily mistaken understanding has been formed among car owners that the restoration of parts is an economically unreasonable exercise

for the car owner himself. As a result, the overwhelming majority of consumers neglect the restoration of spare parts and consider spare parts that have been restored as second-rate. That is, mistaken understanding of car owners on the quality of the restored spare parts and expediency of carrying out was formed under the influence of two subjects – automotive companies and the state. With the participation of the first one, the information space was distorted with respect to the restoration of vehicle spare parts and assemblies. The second entity (the state) did not provide systematic work to prevent the creation of an inauthentic information space. Thus, the main task of this lever is to improve thinking and motivate car owners to realize the existing environmental problem with natural resources. According to the author of the article, the most effective measure to achieve this goal is to explain the personal benefits that each car owner will receive if he faithfully complies with the proposed changes. Responsibility for this function is assigned to dealers, and the essence of this proposal is to inform car owners about the possibility of restoring individual aggregates or parts of vehicles. Pay attention to the receipt of two types of benefits:

a) Technical – application of parts with improved resource and quality indicators;

б) economic – a reduction in the cost of maintenance and repair of a motor vehicle, with the use of restored spare parts.

It is also proposed for all components (units, mechanisms, parts and components) to be marked on the territory of Ukraine in order to inform the car ow-

ners about the expected service life (the service term after which the component may fail) and the subsequent possibility of applying RR to this component. Separately it is useful to mark the components of the vehicle that are beyond repair (RR) and record this information in the service book. Let us establish a list of control functions for the State Administration of Innovation:

- control of all subjects and objects of economic activities in the motor transport complex for the implementation of the developed concept;
- control over the implementation of rules and regulations in the manufacture of new vehicles using alternative types of energy;
- control over the implementation of research and development work carried out in the motor transport complex, through the management of subordinate entities (research and development institutes);
- control over the targeted expenditure of the budget funds of the center by controlled entities;
- control of dealers and companies importing spare parts to Ukraine and marking on components.

When the functional obligations are fulfilled by the State Center for Innovative Activity in Industry, interdepartmental relationships between Ministry of ecology and natural resources, Ministry of automobile transport, Ministry of education and science will be set.

In addition, to ensure the conduct of research and development in the motor transport complex, it is proposed to create an appropriate control facility,

namely a research institute. This entity will be directly subordinate to the State Center of Innovation Industry, on the basis of which relevant scientific research will be conducted in the automotive sectors.

Conclusions. The necessity of structural changes, which is shown in the article, is caused by a number of changes in the management of the motor complex, namely the proposed mechanism for the management of environmental management in the automobile complex. The proposed changes have the form of improvements and are aimed to develop the structure of the four higher governance entities. Among target tasks of main agency there is its fundamental role that occupies the management mechanism. A further area of research is the development of targeted management functions for the three other management bodies and their subdivisions, which constitute the structural basis of the management mechanism.

REFERENCES

1. *Kahanov's'ka T. Ye.* (2009), "Shliakhy udoskonalennia kadrovoho zabezpechennia derzhavnoho upravlinnia", *Visnyk prokuratury*, vol. 1 (91), p. 83–90.
2. *Ser'ohin S. M., Honcharuk N. T., Lypov's'ka N. A.* and others (2011), *Kadrova polityka i derzhavna sluzhba* [Personnel policy and public service], DRIDU NADU, Dnipropetrovs'k, Ukraine.
3. *Pashko L. A.* (2005), *Liuds'ki resursy u sferi derzhavnoho upravlinnia: teoretyko-metodolohichni zasady otsiniuvannia* [Human resources in public administration: theoretical and metho-

dological bases of assessment], *Vyd-vo NADU*, Kyiv, Ukraine.

4. *Obolens'kyj O. Yu.* (1998), *Derzhavna sluzhba Ukrainy: realizatsiia systemnykh pohliadiv schodo orhanizatsii ta funktsionuvannia* [State Service of Ukraine: Implementation of systemic views on organization and functioning], *Podillia, Khmel'nyts'kyj, Ukraine*.
5. *Borodulyna S. A., Lohynova N. A.* (2015), "Osobennosty upravleniia orhanyzatsyonnymy yzmenenyiamy na hruzovykh avtotransportnykh predpriyatiakh", *Vestnyk SybADY*, vol. 2 (42), p. 96–100.
6. *Lynn L. E. Junior.* (2006), *Public Management: Old and New*, Routledge, London, UK.
7. *Murashev S.* (2017), "The complexity of managing the automotive industry in Ukraine", *Public management*, vol. 2 (7), p. 156–163.

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

1. *Кагановська Т. Є.* Шляхи удосконалення кадрового забезпечення державного управління / Т. Є. Кагановська // *Вісн. прокуратури*. — 2009. — № 1. — С. 83–90.
2. *Серьогін С. М., Гончарук Н. Т., Липовська Н. А.* Кадрова політика і державна служба / С. М. Серьогін, Н. Т. Гончарук, Н. А. Липовська та ін. / ДРІДУ НАДУ. — 2011. — 352 с.
3. *Пашко Л. А.* Людські ресурси у сфері державного управління: теоретико-методологічні засади оцінювання : монографія / Л. А. Пашко. — К.: Вид-во НАДУ, 2005. — 236 с.
4. *Оболєнський О. Ю.* Державна служба України: реалізація системних поглядів щодо організації та функціонування / О. Ю. Оболєнський / Поділля. — 1999. — 294 с.

5. *Бородулина С. А., Логинова Н. А.* Особенности управления организационными изменениями на грузовых автотранспортных предприятиях // С. А. Бородулина, Н. А. Логинова // Вестн. СибАДИ. — 2015. — № 2 (42). — С. 96–100.
6. *Lynn L. E. Junior.* Public Management: Old and New. — London: Routledge, 2006.
7. *Murashev S.* (2017) The complexity of managing the automotive industry in Ukraine // Public management. — Vol. 2 (7). — P. 156–163.

UDC: 378:351

Naumenko Raisa Andriyovna,

Doctor of science in Public Administration, Senior Fellow, Professor of the Department of Management, Kyiv National University of Trade and Economics, 02156, Kyiv, Str. Kyoto, 19, tel.: (066) 971 53 27, e-mail: naumenko_r@ukr.net

ORCID: 0000-0001-9992-8922

Науменко Раїса Андріївна,

доктор наук з державного управління, старший науковий співробітник, професор кафедри менеджменту, Київський національний торговельно-економічний університет, 02156, м. Київ, вул. Кіото, 19, тел.: (066) 971 53 27, e-mail: naumenko_r@ukr.net

ORCID: 0000-0001-9992-8922

Naumenko Raisa Andreevna,

доктор наук по государственному управлению, старший научный сотрудник, профессор кафедры менеджмента, Киевский национальный торгово-экономический университет, 02156, г. Киев, ул. Киото, 19, тел.: (066) 971 53 27, e-mail: naumenko_r@ukr.net

ORCID: 0000-0001-9992-8922

Sereda Tetyana Mykolaivna,

aspirant, Kyiv National University of Trade and Economics, 02156, Kyiv, Str. Kyoto, 19, tel.: (067) 994 88 18, e-mail: tanya_sereda_@ukr.net

ORCID: 0000-0003-2089-1448

Середа Тетяна Миколаївна,

аспірант, Київський національний торговельно-економічний університет, 02156, м. Київ, вул. Кіото, 19, тел.: (067) 994 88 18, e-mail: tanya_sereda_@ukr.net

ORCID: 0000-0003-2089-1448

Sereda Tatyana Nikolaevna,

аспірант, Киевский национальный торгово-экономический университет, 02156, г. Киев, ул. Киото, 19, тел.: (067) 994 88 18, e-mail: tanya_sereda_@ukr.net

ORCID: 0000-0003-2089-1448



MECHANISMS OF PUBLIC ADMINISTRATION OF CONSTITUTIONAL AND LEGAL REFORM IN UKRAINE

Abstract. The article deals with issues related to the emergence and consolidation of constitutionalism in the Ukrainian state, which seeks to become a full member of the European Union. Some of the topical issues concerning deepening of the constitutional-legal reform and making further changes to the basic law of Ukraine are considered. Particular attention was paid to the Ukraine-2020 Strategy for Sustainable Development, the Strategy for the Reform of Public Administration of Ukraine for 2016–2020, as well as the analysis of Ukraine's development at the present stage, characterized by both positive and negative phenomena.

Keywords: mechanisms of state administration, constitutional and legal reform, institutional mechanisms, reform of state policy, local self-government, decentralization of power.

МЕХАНІЗМИ ДЕРЖАВНОГО УПРАВЛІННЯ КОНСТИТУЦІЙНО-ПРАВОВОЮ РЕФОРМОЮ В УКРАЇНІ

Анотація. У статті досліджуються питання, пов'язані з виникненням та утвердженням конституціоналізму в Українській державі, яка прагне стати повноправним членом Європейського Союзу. Розглядаються кілька актуальних проблем щодо поглиблення конституційно-правової реформи та внесення подальших змін до основного закону України. Зокрема звернуто увагу на Стратегію сталого розвитку “Україна-2020”, Стратегію реформування державного управління України на 2016–2020 рр., а також проаналізовано розвиток України на сучасному етапі, який характеризується як позитивними, так і негативними явищами.

Ключові слова: механізми державного управління, конституційно-правова реформа, інституційні механізми, реформування державної політики, місцеве самоврядування, децентралізація влади.

МЕХАНИЗМЫ ГОСУДАРСТВЕННОГО УПРАВЛЕНИЯ КОНСТИТУЦИОННО-ПРАВОВОЙ РЕФОРМОЙ В УКРАИНЕ

Аннотация. В статье исследуются вопросы, связанные с возникновением и утверждением конституционализма в украинском государстве, которое стремится стать полноправным членом Европейского Союза. Рассматриваются несколько из актуальных проблем по углублению конституционно-правовой реформы и внесения дальнейших изменений в основной закон Украины. В частности обращено внимание на Стратегию устойчивого развития “Украина-2020”, Стратегию реформирования государственного управления Украины на 2016–2020 гг., а также проанализировано развитие Украины на

современном этапе, который характеризуется как положительными, так и отрицательными явлениями.

Ключевые слова: механизмы государственного управления, конституционно-правовая реформа, институциональные механизмы, реформирование государственной политики, местное самоуправление, децентрализация власти.

Target setting. Carrying out a large-scale constitutional-legal reform in Ukraine led to the reform of public administration in its turn. The effective government system is one of the main factors of the country's competitiveness. The effective activity of the Cabinet of Ministers of Ukraine regarding the development of the state policy in various spheres is possible in the presence of a professional, accountable, effective and efficient system of central government bodies.

Analysis of basic research and publications. The issue of the study of the management mechanisms over the last decades are in the field of scientific interests of many scholars such as V. Averyanov, G. Atamanchuk, V. Afanasyev, V. Bakumenko, E. Grygonis, L. Grygoryan, N. Yesypchuk, V. Knyazev, M. Koretsky, O. Korotych, M. Kruglov, R. Naumenko, P. Nadolishnyi, N. Nyzhnyk, O. Obolensky, G. Odintsova, Yu. Tykhomyrov, L. Yuz'kov and a number of other scientists.

The purpose of the paper is to study the mechanisms of state governance of constitutional and legal reform in Ukraine.

The statement of basic materials. It should be noted that the term "mechanism" is used to characterize state-legal phenomena. In the legal literature,

the concepts "the mechanism of state administration", "mechanism of state power", "mechanism of realization" are widespread, there is a proper connection between the above-mentioned state-legal phenomena since these elements always perform as the organs of the state.

It must be noted separately that it is the state mechanism that is divided into several parts, first of all, the central role in the mechanism of state is given to the apparatus of the state, which is a hierarchical system of all the organs of the government, which, in its turn, ensures the implementation of goals and tasks in their respective spheres of public life in the process of business management. Another part of the state machinery is state enterprises and institutions that carry out the tasks and functions of the state in the economic, socio-cultural and other spheres of public life.

As for the contemporary realities of state-legal life, Ukraine strives to become a full member of the European Union, our country is obliged to respond to the rapid changes of political and economic realities and to study the best examples of international experience of the scientific provision of reforming the system of public administration and its adaptation in Ukraine.

It is the European model of public administration that is the result of the evolution of the states, constant scientific researches and experiments, as well as the coordination of the proposed innovations with the representatives of civil society. Therefore, to introduce such a model in Ukraine, it is necessary to use the algorithm of the mechanism for studying the state and directions of the improvement of public administration: 1) studying theoretical and practical aspects in the dynamics; 2) studying foreign experience and the analysis of the possibility of its use; 3) analysis of the impact on the effectiveness of the activity; 4) identification of the main problems; 5) development of the proposals regarding the improvement; 6) development of the drafts of normative documents, aimed at the implementation of developed proposals [1, p. 48].

The national systems of public administration as a result of joining the European Community should be able to ensure the European integration step of the candidate countries to enter the European Union. The constituent of the constitutional and legal reforms in Ukraine is the definition of the social, political, legal and institutional mechanisms that will promote the success of the government policy, as well as the algorithms of the experience use of the similar reforms in other countries.

It is appropriately should be noted about the need to reform the public policy, which requires broad involvement of the citizens of Ukraine, especially at the stage of goal setting, objectives and tasks of the constitutional and legal reform, as well as close partnership between the public and private sectors,

the result of reforming the public administration should be the increase of its efficiency. It should be separately emphasized that reforming should not be spontaneous, but should have consistent and systematic improvement undertaken by public institutions that operate stably.

As the President of Ukraine rightly pointed out in Annual Address of Ukraine to the Verkhovna Rada "On the internal and external situation in 2016". "... in order to bring the political system of Ukraine on a path of positive qualitative changes it is necessary to make the system of government more transparent, democratic, controlled by the citizens and introduce the advanced approaches into the state management that have proven their effectiveness in many countries. It is about the radical changes in the distribution of powers between the state and the community, the decentralization of the management and the transfer of administrative functions to the places, as well as the transition to the basics of the service state in the relations between the state and the citizen. "We agree that"... one of the central tasks of constitutional and legal reform in Ukraine is the observance of the principle of power separation and the constitution of an effective system of containments and balances both at central level of the organization of public administration and the level of interaction of the organs of the central government with the local authorities".

It should be also noted about the Decree of the President of Ukraine "On the measures regarding the implementation of the concept of administrative reform in Ukraine" developed by the State Commission for the imple-

mentation of administrative reform in Ukraine, which is based on reforming the system of public administration. The main provisions of the Administrative Concept emphasize the importance of its scientific support. It provides the implementation of scientific-theoretical and applied researches on the issues of public administration, administrative and municipal law; the publication of basic, scientific, reference, educational, and other works and materials.

The strategy of the sustainable development “Ukraine 2020”, approved by the Decree of the President of Ukraine dated of January 12, 2015, № 5, provides for the legal regulation of the constitutional reform. As stated in the Strategy, the aim of the policy of decentralization is an exit from the centralized model of governance in the state, the provision of capacity of local government and building of an effective system of the territorial organization of power in Ukraine, the implementation of the provisions of the European Charter of Local Self-Government in full measure, the principles of subsidiarity, universality and financial self-sufficiency of local government.

During the 2014–2017, a series of legislative and administrative documents was worked out and adopted by the Verkhovna Rada of Ukraine, the Cabinet of Ministers of Ukraine to support decentralization reforms, including the basic: Laws of Ukraine “On cooperation of local communities” of 17 June 2014 r. № 1508-VII, “On a voluntary association of local communities” of February 5, 2015 r. № 157-VIII, “On amendments to some legislative acts of Ukraine (regarding the status of the village elder” of 9 March 2017,

№ 4742, the law defines more clearly the status of a village elder by definition the spatial limits of its activity, the scope of authority, grounds and order of early termination of the powers, guarantees of activity); “As for voluntary joining the local communities” of 17 March 2017 № 4772 number that allows you to speed up significantly the formation of capable basic level of local government, as it significantly simplifies the procedure of voluntary association of communities and so on.

Considering the reasons that predetermine the need of constitutional and legal reforms, it is worth agreeing with M. V. Savchyn, that the cause of modern constitutional reform towards decentralization is expanding of self-governing rights of the community and involving citizens in solving local issues, this process allows expanding procedures of democratic participation, in particular, these are public hearings, public initiatives, community participation in cultural, artistic, educational, sporting events. It is the formation of culture that influences the dynamics of the democratic process in the scale of the country [2].

In the conditions of the annexation of the Crimea, armed conflicts in the eastern Ukraine, the absence of territorial integrity, in our opinion, carrying out this direction of reform will promote deepening the democratic development of the country, especially during decentralization — local communities will get more rights, and the powers of local authorities expand at the expense of the centre. Therefore, there is a need for amending the Constitution of Ukraine regarding the decentralization of power, not only the in-

tegration of Ukraine into the European community requires this. The constitutional changes will bring power closer to the people, expand the powers of local self-government which will ensure the effective resolution of issues of local importance and raise the welfare of the Ukrainian people.

As R. A. Naumenko, and V. V. Rylska point out, decentralization is one of the key principles of democracy in the countries of the European Union and the Council of Europe, the base of their regional policy, along with the principles of subsidiarity, concentration, complementarity, partnerships, program approach. This principle is confirmed in the European Charter of Local Self-Government of 15 October 1985 [3], the project of European Charter of Regional Democracy, concerning the redistribution of powers to the regions in order to use effectively the internal capacity, the promotion of regional initiatives and delimitation of functions and powers between different levels of government.

According to the strategy of Reforming the State Administration of Ukraine for 2016–2020 [4], there is an improvement of the system of public administration and, accordingly, raising the level of competitiveness of the country. Taking into account the European choice and the European perspective of Ukraine, the Strategy is developed in accordance with the European standards of proper administration in the matters of the transformation of the system of public administration. According to the Association Agreement between Ukraine, on the one hand, and the European Union, the European Atomic Energy Community and their

Member States, of the other hand [5], the pointed strategy is based on the common values such as keeping democratic principles, the rule of law, good governance.

The reform of public administration requires strengthening the capacity of the central organs of executive authorities which are responsible for various areas of reforming. A part of central bodies of executive authorities, which are identified as responsible for the directions of reforming the public administration, do not have sufficient human resources with the necessary professional competence. While coordinating the implementation of strategies by the leading structural division on reforming the governance of the Cabinet of Ministers of Ukraine, a comprehensive plan of the personnel support will be developed to strengthen the capacity of the central authorities regarding the implementation of reform of public administration in all directions.

The development of Ukraine at the modern stage is characterized by both positive and negative phenomena. In particular, the most dangerous threat to such development is corruption, which gradually turns into a systemic element of the national government. In the context of the specified it can be confirmed that the system of public administration in Ukraine cannot be subjected to the changes through its “mechanical adaptation” to the experience of the developed social practices. Its improvement should be carried out in the context of socio-economic transformations, in particular, the development of the domestic market in the country, the most powerful domestic market will ensure the stability of the national cur-

rency, the solution of the urgent social problems and the sustainable functioning of public administration.

Thus, the functions of public administration are derived from the goals and provide the opportunity to solve the tasks, purposefully influencing the object of management. The next component of the structure of the mechanism of public administration is normative-legal, where the legal one determines all possible set of operating modes, and the normative is formed at the expense of the instructions and decisions of local authorities.

The functions performed by one or another governing body determine the internal structure and the place in the system of public authorities. Therefore, the organizational structure (as a form of organization of the management system), organizational elements (which should organize the regulation together, management in the interests of the government, effective operation of the state-management system), respectively, is the basis of the organizational mechanism of the public administration [6, p. 129].

The effectiveness of the management structure is determined not so much by the structure but the organizational mechanism that functions within this structure. Therefore, the effectiveness of the management structure can be assessed together with the assessment of the effectiveness of the organizational mechanism.

Consequently, the obligatory structural component of any control mechanism is informative that actually has a through nature of the action (the essential characteristic). The results of its functioning can be represented

as a set of components: information of target, normative-legal, organizational and economic components. Regarding the content characteristics of the information component, it contains the structure of the information database, source and consumers of the information, the technological process of its processing.

So, summing up, it should be noted that the mechanism of public administration is a multilevel unified system consisting of specific administrative mechanisms. This condition is predetermined by the fact that each of the subjects of management of any level is a management system and it is regarded as a set of such components according to its internal composition.

First, the management process that characterizes it in the dynamics (development, adoption and implementation of managerial decisions, or implementation of all stages of the management cycle);

secondly, the mechanism of management (principles, goals, functions, methods);

thirdly, the set of elements that characterize the control system in the relative statics (staff, information, structure, technique, technology);

fourthly, the development mechanism (self-improvement) of the management system.

It must be realized that the implementation of the complex reforms is impossible without developing a clear strategy of the development of public administration, which should consist of several types: strategies of the development of public administration as the branch of scientific research, strategies of practiced development of public

administration and the strategy of the development of public administration as a branch of education.

Conclusions. The system of the public administration in Ukraine does not meet the needs of the country in the implementation of the comprehensive reforms in various spheres of state policy and its European choice, as well as European standards of proper governance of the state. Ukraine is in a low position in the global competitiveness ratings related to public administration. According to the index of world competitiveness of the World Economic Forum for 2016, Ukraine ranks 83rd place in the category of “government efficiency”.

The reform of public administration also requires strengthening the capacity of central organs of the executive authorities, which are responsible for various areas of reform. Some central executive bodies, which are identified as responsible for the reform of public administration, do not have sufficient human resources with the necessary professional competence. While coordinating the implementation of the strategies by the leading structural division on reforming the governance of the Cabinet of Ministers of Ukraine, a comprehensive plan of personnel support will be developed to strengthen the capacity of the central authorities regarding the implementation of the reform of public administration in all directions.

Finally, we note that the structure of the mechanism of public administration make up the target, normative-legal, organizational, economic and information components, which totality reflects all the essential aspects of the functioning

of the system of public administration: the fulfillment of functions (organizational), observance of purposefulness (target and normative-legal), provision of the efficiency (economic) and possibilities of functionality (informational).

REFERENCES

1. *Kovbasiuk Yu. V., Vaschenko K. O., Surmin Yu. P.* (2013) *Modernizatsiia derzhavnoho upravlinnia ta ievropejs'ka intehratsiia Ukrainy.* – K. : NADU. – 120 s.
2. *Savchyn M. V.* (2009) *Konstytutsiina tradytsiia ta reforma / M. V. Savchyn // Yurydychnyj zhurnal. Efektyvna ekonomika, [Online], available at: <http://www.justinian.com.ua/article.php?id=3292>*
3. *Naumenko R. A., Ryl's'ka V. V.* (2015) *Perspektyvy vykorystannia ievropejs'koho dosvidu pry vprovadzhenni suchasnoi modeli detsentralizatsii vlady v Ukraini / R. A. Naumenko, V. V. Ryl's'ka // Derzhavne upravlinnia: udoskonalennia ta rozvytok. Efektyvna ekonomika, [Online], available at: <http://www.dy.nayka.com.ua/?op=1&z=902>*
4. *Deiaki pytannia reformuvannia derzhavnoho upravlinnia Ukrainy: Rozporiadzhennia Kabinetu Ministriv Ukrainy* *Efektyvna ekonomika, [Online], available at: <http://zakon3.rada.gov.ua/lavs/show/474-2016-%D1%80>* (Accessed 24 Aug 2016).
5. *Uhoda pro Asotsiatsiiu mizh Ukrainoiu, z odniiei storony, ta Yevropejs'kym Soiuzom, Yevropejs'kym spivtovarystvom z atomnoi enerhii i ikhnimy derzhavamy-chlenamy, z inshoi storony* *Efektyvna ekonomika, [Online], available at: http://zakon5.rada.gov.ua/laws/show/984_011* (Accessed 27 Aug 2014).
6. *Prykhodchenko L.* (2008) *Orhanyzatsiynyj mekhanizm derzhavnoho*

- upravlinnia: skladovi zabezpechennia efektyvnosti / L. Prykhodchenko // Stratehiia rehional'noho rozvytku: formuvannia ta mekhanizmy realizatsii : materialy pidsumk. nauk.-prakt. konf. za mizhnar. Uchastiu.
7. *Pro zakhody schodo vprovadzhennia Kontseptsii administratyvnoi reformy v Ukraini* : Ukaz Prezydenta Ukrainy Efektyvna ekonomika, [Online], available at:<http://zakon2.rada.gov.ua/laws/show/810> (Accessed 22 Mart 1998).
 8. *Ser'ohin S. M.* [ta in.]. (2016) Derzhavne upravlinnia ta mistseve samovriadiuvannia : zb. nauk. pr. — Vyp. 2 (29). — 193 s.

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

1. *Модернізація* державного управління та європейська інтеграція України : наук. доп. / авт. кол. : Ю. В. Ковбасюк, К. О. Ващенко, Ю. П. Сурмін та ін. ; за заг. ред. д-ра наук з держ. упр., проф. Ю. В. Ковбасюка. — К. : НАДУ, 2013. — 120 с.
2. *Савчин М. В.* Конституційна традиція та реформа / М. В. Савчин // Юрид. журн. — № 9. — 2009. — [Електронний ресурс]. — Режим доступу: <http://www.justinian.com.ua/article.php?id=3292>
3. *Науменко Р. А., Рильська В. В.* Перспективи використання європейського досвіду при впровадженні сучасної моделі децентралізації влади в Україні / Р. А. Науменко, В. В. Рильська // Державне управління: удосконалення та розвиток. — 2015. — № 9 [Електронний ресурс]. — Режим доступу: <http://www.dy.nauka.com.ua/?op=1&z=902>
4. *Деякі питання реформування державного управління України*: Розпорядження Кабінету Міністрів України від 24 червня 2016 р. № 474-р [Електронний ресурс]. — Режим доступу: <http://zakon3.rada.gov.ua/laws/show/474-2016-%D1%80>
5. *Угода* про Асоціацію між Україною, з однієї сторони, та Європейським Союзом, Європейським співтовариством з атомної енергії і їхніми державами-членами, з іншої сторони від 27.06.2014 р. [Електронний ресурс]. — Режим доступу: http://zakon5.rada.gov.ua/laws/show/984_011
6. *Приходченко Л.* Організаційний механізм державного управління: складові забезпечення ефективності / Л. Приходченко // Стратегія регіонального розвитку: формування та механізми реалізації : матеріали підсумк. наук.-практ. конф. за міжнар. участю, Одеса, 31 жовтня 2008 р. — Одеса : ОРІДУНАДУ, 2008. — С. 129–131.
7. *Про заходи* щодо впровадження Концепції адміністративної реформи в Україні : Указ Президента України від 22 липня 1998 р. зі змін. [Електронний ресурс]. — Режим доступу: <http://zakon2.rada.gov.ua/laws/show/810>
8. *Державне управління та місцеве самоврядування* : зб. наук. пр. / редкол. : С. М. Сербогін (голов. ред.) [та ін.]. — Д. : ДРІДУ НАДУ, 2016. — Вип. 2 (29). — 193 с.



UDC: 339.138

Nahkur Toomas Feliksovich,

postgraduate student of the Department of Public Administration, Interregional Academy of Personnel Management, 03039, Kiev, Str. Frometivska, 2, tel.: (044) 490 95 00, e-mail: toomik@ukr.net

ORCID: 0000-0003-1417-7440

Нахкур Тоомас Феліксович,

аспірант кафедри публічного адміністрування, Міжрегіональна Академія управління персоналом, 03039, м. Київ, вул. Фрометівська, 2, тел.: (044) 490 95 00, e-mail: toomik@ukr.net

ORCID: 0000-0003-1417-7440

Нахкур Тоомас Феликсович,

аспирант кафедры публичного администрирования, Межрегиональная Академия управления персоналом, г. Киев, ул. Фрометовская, 2, тел.: 044-490-95-00, e-mail: toomik@ukr.net

ORCID: 0000-0003-1417-7440

мия управління персоналом, 03039, г. Киев, ул. Фрометовская, 2, тел.: 044-490-95-00, e-mail: toomik@ukr.net

STATE REGULATION OF THE FIRST MARKET OF REAL ESTATE IN UKRAINE: REQUEST AND OFFER

Abstract. The analysis of the preconditions for the emergence, stages of formation and development of state regulation of the primary real estate market in Ukraine was carried out. It is noted that in order to determine the main factors and trends of the state development of the primary real estate market in Ukraine, it is important to take into account the Soviet legacy of its formation, which is based on the experience of the country with many years of market traditions. Identification of cyclic phenomena in the primary housing market and structural government reforms directly related to the housing sector. The main features characterizing the domestic housing market at the present stage of its development are substantiated.

Keywords: housing market, primary market, demand, supply, price dynamics, tendency of development.

ДЕРЖАВНЕ РЕГУЛЮВАННЯ ПЕРВИННИМ РИНКОМ НЕРУХОМОСТІ В УКРАЇНІ: ПОПИТ І ПРОПОЗИЦІЯ

Анотація. Проаналізовано передумови виникнення, етапи становлення та розвитку державного регулювання первинного ринку нерухомості в

Україні. Зазначено, що для визначення основних факторів та тенденцій державного розвитку первинного ринку нерухомості в Україні важливо врахувати радянську спадщину його формування, що спирався на досвід країни із багаторічними ринковими традиціями. Ідентифіковано циклічність на ринку первинного житла та структурні державні реформи, безпосередньо пов'язаних з житловим сектором. Обґрунтовано головні ознаки, що характеризують вітчизняний ринок первинного житла, на сучасному етапі його розвитку.

Ключові слова: ринок житла, первинний ринок, попит, пропозиція, цінова динаміка, тенденція розвитку.

ГОСУДАРСТВЕННОЕ РЕГУЛИРОВАНИЕ ПЕРВИЧНЫМ РЫНКОМ НЕДВИЖИМОСТИ В УКРАИНЕ: СПРОС И ПРЕДЛОЖЕНИЕ

Аннотация. Проанализированы предпосылки возникновения, этапы становления и развития государственного регулирования рынка первичной недвижимости в Украине. Отмечено, что для определения основных факторов и тенденций государственного развития первичного рынка недвижимости в Украине важно учитывать советское наследие его формирования, что опиралось на опыт стран с многолетними рыночными традициями. Идентифицированы цикличность на рынке первичного жилья и структурные государственные реформы, непосредственно связанных с жилищным сектором. Обоснованы основные признаки, характеризующие отечественный рынок первичного жилья, на современном этапе его развития.

Ключевые слова: рынок жилья, первичный рынок, спрос, предложение, ценовая динамика, тенденция развития.

Statement of the problem. The primary real estate market is one of the most important components of the gross domestic product (hereinafter – GDP) of the state and has a cyclical nature, due to the low elasticity of supply, changes in the financial system in the country and the unstable behavior of consumers.

Today, according to actual indicators of the real estate market, there is a problem of excess housing, which poses a serious threat to the construction market and the economy of Ukraine. This in turn requires constant moni-

toring and analysis of the primary real estate market, both for corporate interests and for conducting of valuation and market research in the country as a whole [1].

Analysis of recent research and publications. Taking into account the fact that the state paid a little attention to the regulation of the primary real estate market in Ukraine at present, arise the task to provide to the business entities and the population, in general, the necessary level of knowledge and complex competences on this issue. The research of the issues of the forma-

tion, development and analysis of state regulation of the primary real estate market were engaged by many domestic and foreign scientists. Among them are: A. Asaul, V. Pavlov, I. Balabanov, V. Haiduk, V. Goreymkin, V. Grigoriev, A. Grytsenko, A. Mochenkov, A. Mukhin, A. Nepomnyaschy, I. Pylypenko, Yu. Prav, Ye. Romanenko, I. Tarasevich, R. Drake, J. Friedman, N. Ordway, G. Harrison, G. Zuckerman, J. Vlevis and others.

While paying tribute to the research carried out, it should be noted that, today, the systematization of the tendencies of state regulation of the primary real estate market in Ukraine remains unnoticed, which is one of the decisive factors during making investment decisions by both external and internal investors.

The purpose of the article is to investigate the processes of state regulation of the primary real estate market in Ukraine and to identify the main trends of its development in the near future.

Presentation of the main research material. The process of state regulation of the primary real estate market, in most countries, is characterized by the wide involvement of the government in this process. Such involvement can be in the form of direct subsidies (for example, housing, social housing), tax incentives (eg mortgage housing loans) and legislative regulation of the housing market (eg, land law protection legislation) and other government instruments.

There are exist a logical explanation to this. Firstly, the markets for primary real estate require a permanent legislative “balance” from the state authorities to achieve the effectiveness of their

functioning. Secondly, as stated in Art. 47 of the Constitution of Ukraine, the undisputed claim is that everyone has the right on own housing and the state must provide them with housing if one can not afford it. [2] Thirdly, support to the purchasing of primary housing and investment serves as an effective mechanism for the redistribution of national income and wealth in the country.

In order to determine the main factors and trends of the state development of the primary real estate market in Ukraine, it is important to take into account the Soviet legacy of its formation, which is based on the experience of the country with many years of market traditions [3, p. 540].

The Ukrainian primary real estate market began to form in the early 90's of the twentieth century as a component of the transition from a planned to a market economy model [4]. Its appearance became possible due to the massive state privatization in the residential sector, aimed on the combating with the lack of proposals on apartments for the meeting of the demand on housing for the population, stimulated by urbanization.

In general, the pace of the formation of the primary real estate market was low due to the lack of adoption of a number of necessary legislative acts, as well as the complex economic and political situation in the country, which was conditioned by violations of the economic system of the former Soviet Union. The consequences of the latter manifested in reducing the volume of GDP and a significant drop in the population's incomes, as a result of latent unemployment and the development of inflation [5, p. 9]. During

2000–2007, the Ukrainian economy grew on 8 % per annum. During this period, the growth rate of demand in the real estate market in Ukraine began to increase. Representatives of the domestic housing stock tried to meet this demand, however, Ukrainian state regulation did not contribute to the ease and speed of construction. Moreover, the concern of people about the stability of the world economy and the course of dollar has caused a significant overflow of capital to the real estate market.

In the period 2002–2005, other factors began to operate: economic growth, increasing of solvent demand, and, as well, an increasing of the number of mortgage lending, the legal basis for implementation of which was the Law of Ukraine “On Mortgage” of 19.06.2003 [6].

In 2008, the inflow of domestic and private investment slowed down, which led to an increasing in housing prices in Ukraine. Although Ukraine managed to avoid a recession, which allowed reducing domestic and external debt, in the period from 2008 to 2013, the hryvnia’s price dropped at an alarming level. The National Bank of Ukraine introduced several initiatives in order to restructure debts in the residential sector, by the preferential currency values.

Despite this, the actual solvency of citizens has fallen by 30 %, which significantly reduced the public’s ability to purchase housing. There was a sharp decline in demand and, above all, on objects of primary real estate that were under construction [5].

In 2013, state regulation of the primary real estate market, including social housing in Ukraine, was not enough to meet housing needs. At the

local level, funding for such initiatives was limited. In 2013, at least 1.39 million people were in the queue for social housing, which characterizes uncertainty in the primary housing market.

In 2014, the situation in Ukraine on the primary real estate market was somewhat worse than expected. So, a number of problems related to real estate, in particular, the housing problem in Ukraine always existed, however, during this period, it was particularly acute. “The global consulting company Knight Frank has published the rating of the worst real estate markets in the world, in which Ukraine took the third place. According to the company’s research, the decline in prices in the real estate market in Ukraine amounted to 7,8 % in 2014 [8, p. 154].

I believe that such a situation was provoked by the growth of inflation and the fall in business activity in the country. Also, at this stage, it is necessary to note the new changes in the state financial regulation of the industry, which significantly influenced on the market of primary housing, namely: introduction by the National Bank of Ukraine from September 1, 2013 limit on cash operations in the amount of 150 thousand UAH, Also, the entry into force of the procedure for conducting an assessment for tax purposes and the calculation and payment of other mandatory payments, which are enforced in accordance with the law of November 1, 2013 [9].

Moreover, its necessary not forget that it was in 2014 that the fighting in Donetsk and Luhansk oblasts began, which had a significant impact on the reduction of the purchasing power of housing for the population as a whole.

To overcome the above-mentioned factors, in 2015, the Ukrainian government is slowly trying to carry out structural reforms, and three of them are directly related to the housing sector:

- 1) State subsidies for gas and electricity;
- 2) Transfer of powers of communal ownership to tenants;
- 3) Land cadastre.

For several years, the subsidy program in Ukraine has been ineffective for power companies. In order to meet the requirements of the International Monetary Fund, Ukraine has made an attempt to reduce and optimize inefficient subsidies in order to reduce the number of low-income segments of the population. This, however, occurs, in parallel, with an increase in heating and utilities prices by almost 30%. Theoretically, energy reform has a final result that promotes the collection of indirect taxes from the middle and upper classes of the population.

As of the first year of implementation, this reform has met a considerable opposition from middle class of consumers who are unaware of the individual achievements of this reform and are faced with new bureaucratic obstacles associated with the implementation of the reform program.

Transferring of powers of communal property to tenants is the second reform, which is connected with the restoration of the property portfolio of the main institutions dealing with primary real estate. Of course, to this day, in Ukraine there are obstacles on the way of the transferring of communal property rights to tenants arising as a result of the ambiguity of the regulatory framework for property rights and relations

between owners, co-owners, operating agencies, local government bodies and utility providers.

Related to the Ministry of Social Policy, on a local level, communal institutions are responsible or provide support to communal areas in multi-apartment buildings, such as water supply, sanitation, sewerage systems, utility sites, elevators, electricity networks and heating. In the past, the Ministry of Regional Development, Construction, Housing, and Communal Services advocated for the existence of housing maintenance offices as mechanisms for directing accountability in the residential sector.

However, these associations are not legally binding and therefore can not protect the local authorities and utilities on behalf of their inhabitants. The reform, which was due by June 1, 2016, has already been postponed, as the creation of a market of service providers for the association of co-owners of multi-apartment buildings proved to be complicated in practice.

However, in the medium term, transferring of decision-making authority from municipalities to housing and communal services will be a critical component in ensuring adequate housing at the local level.

In 2011, the Verkhovna Rada adopted the Law of Ukraine "On the State Land Cadastre" as the single state geoinformation system of land information located within the state border of Ukraine, their purpose, restrictions on their use, as well as data on quantitative and qualitative characteristics lands, their assessment, the distribution of land between owners and users [10].

This important bill connected with the decentralization of public administration and allows local authorities to better know their assets and property at the local level. The key principle of managing of the city planning and development is the single cadastre — one of the key tools for the development of construction and infrastructure projects, as well as ensuring that the urban development of the primary real estate market is consistent with the dynamics of population growth. The development of this legislation was timely, because the economic crisis in 2008 led to significant demographic changes in many regions of Ukraine, the main reason for which was economic emigration.

Today, on the residential real estate market the supply continues to grow, but demand is limited and there are no significant factors to increase it in the near future. This not only generates excessive accumulation of supply, but also creates significant risks for delaying the commissioning of objects. So, according to Forbes, “in 2017, small developers increasingly offer cooperation — they do not have enough money to complete projects. If the trend grows stronger, then 2017–2018 may be a time of unfinished business, as was already the case after the 2008 financial crisis. Break-through sales can be expected only as a result of a sharp drop in the hryvnia, or the bankruptcy of another large bank” [11].

Conclusions and perspectives of further research. Consequently, summing up the abovementioned, it can be said that the state regulation of the primary housing market combines a complex socio-economic system of market elements and their management func-

tions during the creation, development and circulation of real estate in favor of public consumption. Modern state regulation of the primary housing market should be integrated and focused on the target economic, political, social, financial and legal components of the sustainable development of public administration that will be needed for the formation of the housing sector in Ukraine over the next few years.

The prospects for further research in this scientific field are the organization of such a process of analysis of the primary housing market, the result of which should be identifying the interconnection of its macroeconomic indicators with the further development of scenarios of the strategic plan for Ukraine’s economic development, in the context of the global financial and economic crisis.

REFERENCES

1. *The official* site of Professional center apartments for sale (2017), “Excess supply on the Ukrainian real estate market in the near future will continue”, available at: <http://professional.km.ua/news/nadlishok-propozitsiji-na-ukrajinskomu-rinku-neruhomosti-najblizhchim-chasom-zberezhet-sja/> (Accessed 26 November January 2017).
2. *The Verkhovna Rada* of Ukraine (1996), “Constitution of Ukraine”, available at: <http://zakon3.rada.gov.ua/laws/show/254k/96-вр> (Accessed 22 November 2017).
3. <http://ena.lp.edu.ua:8080/bitstream/ntb/11981/1/95.pdf>
4. *The official* site of National Institute for Strategic Studies (2017), “On the state of the housing market in Ukraine and measures for its state regulation”.

- Analytical note”, available at: <http://www.niss.gov.ua/articles/1368/> (Accessed 4 January 2011).
5. *Drapikovskaya O. I., Ivanova I. B.* (2012), *Tendentsiyi rynku nerukhomosti Ukrainy: realiyi ta prohoznoy. 2007–2013* [Trends in the real estate market in Ukraine: realities and forecasts. 2007–2013], Art Ekonomii, Kyiv, Ukraine.
 6. *The Verkhovna Rada of Ukraine* (2003), *The Law of Ukraine “About mortgage”*, available at: <http://zakon2.rada.gov.ua/laws/show/898-15> (Accessed 26 November 2017).
 7. <http://www.minjust.gov.ua>
 8. *Shipka Yu. O.* (2015), “Analysis of the primary real estate market in Ukraine”, *Students'kyi visnyk NUVHP*, vol. 1 (3), p. 151–154.
 9. *Cabinet of Ministers of Ukraine* (2013), “The procedure for carrying out an assessment for the purposes of taxation and the calculation and payment of other obligatory payments, which are executed in accordance with the legislation”, available at: <http://zakon4.rada.gov.ua/laws/show/231-2013-%D0%BF> (Accessed 22 November 2017).
 10. *The Verkhovna Rada of Ukraine* (2017), *The Law of Ukraine “About the state land cadastre”*, available at: <http://zakon4.rada.gov.ua/laws/show/2404-17> (Accessed 26 November 2017).
 11. *The official site of Forbes* (2017), “Built for glory: rating of the largest Ukrainian developers”, available at: <http://forbes.net.ua/ua/magazine/forbes/1426714-vibuduvali-na-slavu-rejting-najbilshih-ukrayinskih-zabudovnikiv> (Accessed 4 November 2017).
- rinku-neruhomosti-najblizhchim-chasom-zberezhetsja/
2. *Конституція України* : Закон України від 28 червня 1996 р. № 254к/96 // Відомості Верховної Ради України. — 1996. — № 30 [Електронний ресурс]. — Режим доступу: <http://zakon3.rada.gov.ua/laws/show/254к/96-вр>
 3. <http://ena.lp.edu.ua:8080/bitstream/ntb/11981/1/95.pdf>
 4. <http://www.niss.gov.ua/articles/1368/>
 5. *Тенденції ринку нерухомості України: реалії та прогнози. 2007–2013: монографія / за ред. О. І. Драпиковського, І. Б. Іванової.* — К.: Арт Економі, 2012. — 240 с.
 6. *Закон України “Про іпотеку”* від 05.06.2003 № 898-IV // [Електронний ресурс]. — Режим доступу: <http://zakon2.rada.gov.ua/laws/show/898-15>
 7. *Офіційний сайт Міністерства юстиції України* [Електронний ресурс]. — Режим доступу: <http://www.minjust.gov.ua>
 8. *Шипка Ю. О.* (2015) Аналіз первинного ринку нерухомості в Україні // *Студентський вісн. НУВГП*(1(3)). — С. 151–154.
 9. *Порядок проведення оцінки для цілей оподаткування та нарахування і сплати інших обов'язкових платежів, які справляються відповідно до законодавства* від 04.03.2013 р. № 231 [Електронний ресурс]. — Режим доступу: <http://zakon4.rada.gov.ua/laws/show/231-2013-%D0%BF>
 10. *Про державний земельний кадастр: Закон України* (ред. від 04.06.2017, підстава 1983-19) [Електронний ресурс]. — Режим доступу: <http://zakon2.rada.gov.ua/laws/show/3613-17>
 11. <http://forbes.net.ua/ua/magazine/forbes/1426714-vibuduvali-na-slavu-rejting-najbilshih-ukrayinskih-zabudovnikiv>

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

1. <http://professional.km.ua/news/nadlishok-propozitsiji-na-ukrajinskomu->

UDC: 331.108.45

Diegtiar Oleg Andriyovych,

Doctor of Science in Public Administration, associate professor, associate professor of the Department of Management and Administration, O. M. Beketov National University of Urban Economy in Kharkiv, 61002, Kharkiv, Str. Marshal Bazhanov, 17, (095) 772 19 57, e-mail: ODegtyar@i.ua

ORCID: 0000-0002-2051-3298

Дегтяр Олег Андрійович,

доктор наук з державного управління, доцент, доцент кафедри менеджменту і адміністрування, Харківський національний університет міського господарства ім. О. М. Бекетова, 61002, м. Харків, вул. Маршала Бажанова, 17, тел.: (095) 772 19 57, e-mail: ODegtyar@i.ua

ORCID: 0000-0002-2051-3298

Дегтярь Олег Андреевич,

доктор наук по государственному управлению, доцент, доцент кафедры менеджмента и администрирования, Харьковский национальный университет городского хозяйства им. А. Н. Бекетова, 61002, г. Харьков, ул. Маршала Бажанова, 17, тел.: (095) 772 19 57, e-mail: ODegtyar@i.ua

ORCID: 0000-0002-2051-3298

Неротнуашчыу Oleksandr Mykhailovych,

Doctor of science in Public Administration, Academician of Academy of building of Ukraine, Professor of the Department of Public Administration, Interregional Academy of Personnel Management, 03039, Kyiv, Str. Frometivska, 2, (044) 490 95 00, e-mail: n_a_m@ukr.net

ORCID: 0000-0002-5766-3150

Непомнящий Александр Михайлович,

доктор наук з державного управління, академік Академії будівництва України, професор кафедри публічного адміністрування, Міжрегіональна Академія управління персоналом, 03039, м. Київ, вул. Фрометівська, 2, тел.: (044) 490 95 00, e-mail: n_a_m@ukr.net

ORCID: 0000-0002-5766-3150

Непомнящий Александр Михайлович,

доктор наук по государственному управлению, академик Академии строительства Украины, профессор кафедры публичного администрирования, Межрегиональная Ака-



THE EVOLUTION OF PROCESS-ORIENTED PERSONNEL MANAGEMENT

Abstract. The article discusses the evolution of process-oriented management staff of the organization. Clarified that the organization in the context of system analysis consists of interrelated elements (processes). It is determined that a process approach can be considered as a methodological and methodical bases of management by competence.

Keywords: personnel management, process approach, process-oriented personnel management, human resources, competence of employees.

ЕВОЛЮЦІЯ ПРОЦЕСНО-ОРИЄНТОВАНОГО УПРАВЛІННЯ ПЕРСОНАЛОМ ОРГАНІЗАЦІЇ

Анотація. У статті розглянуто еволюцію процесно-орієнтованого управління персоналом організації. З'ясовано, що організація в контексті системного аналізу складається із взаємопов'язаних елементів (процесів). Визначено, що процесний підхід, може розглядатися як методологічна та методична основа управління компетентністю працівників.

Ключові слова: управління персоналом, процесний підхід, процесно-орієнтоване управління персоналом, кадровий потенціал, компетентність працівників.

ЭВОЛЮЦИЯ ПРОЦЕССНО-ОРИЕНТИРОВАННОГО УПРАВЛЕНИЯ ПЕРСОНАЛОМ ОРГАНИЗАЦИИ

Аннотация. Рассматривается эволюция процессно-ориентированного управления персоналом. Выяснено, что организация в контексте системного анализа состоит из взаимосвязанных элементов (процессов). Определено, что процессный подход, может быть рассмотрен в качестве методологической и методической основ управления компетентностью работников.

Ключевые слова: управление персоналом, процессный подход, процессно-ориентированное управление персоналом, кадровый потенциал, компетентность работников.

Target setting. At the beginning of the 20th century the theoretical foundations of the organization management – the functional approach and the mass production systems were laid. In the light of the growth of the production and customer orientation, the organizational and hierarchical manage-

ment structures have practically failed to meet market needs. According to M. Hammer, the “three C” managed – clients, competitors and specific changes. In the conditions of the globalization of the markets, the productivity has ceased to dominate and the increase in output has ceased to be synonymous with prosperity; the power from the hands of the manufacturer has passed into the hands of the client [12, 144]. Hence it is necessary to review the management approaches. The concepts of the “change management” began to be implemented in the field of enterprise management, including coordination, personnel, economic, communicative, informative and other nuances of their work. The basis of their development is laid: the evolutionary approach – the organizational development; the revolutionary approach – the business processes reengineering.

Analysis of the recent research and publications. The problems of the implementation of the process-oriented management by the personnel of the organization are covered in the writings of many well-known Ukrainian and foreign scientists, in particular L. Beztelesna [1], M. Vinogradsky [2], Ye. Deming [6], O. Yeskov [9], G. Nyv [7], M. Porter [8] B. Savelyeva [9], A. Smith [10], F. Taylor [11], O. Shkanova [2], G. Ford [11], M. Hammer [12], D. Chumpi [12], F. Khmil [13], A. Fayol [11], G. Emerson [11], and others. Despite its significance and urgency, the problem of the process-oriented personnel management of the organization remains theoretically poorly developed. There are different approaches to the concept of “process approach”, “process-oriented management”, but to date, unam-

biguous categorical apparatus has not been formed; there is no single classification of the factors and indicators; there is no unified methodology for assessing the effectiveness of the process-oriented personnel management organization.

Formulating the purposes of the article. The purpose of this article is to study the evolution of the process-oriented management personnel of the organization and provide suggestions for improving the implementation of this process.

Presentation of the main research material. The horizontal orientation of the production activity (according to technology) in the form of the priority of actions on the production of the products, that is, as a certain process, was found even by A. Smith (XVIII century) [10]. F. Taylor (School of Scientific Management) made suggestions in the form of methodological foundations for the labour valuation, the standardization of work operations was extended by his followers and associates (J. Warton, R. Gantt, F. and L. Gilbrett, R. Emerson, R. Ford etc.). The introduction of the structuring of the production processes has become the basis for the development of the process approach, albeit in the lithophanic version [11, p. 45].

A. Fayol considered the management as a sequence of executed operations, and the administration as one of the six activities. Thus, the functional-oriented management was substantiated in the form of a sequence of managerial actions, that is, a managerial process [11, p. 46].

A. Fayol defines that the horizontal integrity is important in case it is

necessary to coordinate the activities of working groups [11, p. 47]. By this scientist emphasizes the attention he provided to the coordination and communication link between the functional departments (“Fayola bridge”), creating the need for the introduction of the interfunctional processes in the enterprise [11, p. 25].

The formation of a process approach in management played a huge role the standardization of managerial actions. In his works, R. Emerson confirmed the importance of standardizing management work in the form of models of the management processes and even their optimization, proposing the principle of setting up the “written standard instructions” in the enterprise [11, p. 48].

The further genesis of the process approach is associated with the development of the methods that promote the establishment of the sustainable management of the interfunctional actions aimed at achieving the required characteristics of the goods, and the targeting of managers to systematically improve them. The founder of this phase, E. Deming, requires that the existing barriers be removed between the adjacent divisions. Most companies are organized according to a functional principle, but they should work in conditions of interfunctional connections. The processes break the hierarchical structure [6, p. 27].

Quite often, the process approach is associated with quality management, since the development of the scientists in this field formed the basis of the concept of the quality management. Nevertheless, the beginning of the development of the process approach is the period 60-80's of the twentieth century.

In the former USSR in the early 70's of the twentieth century was introduced the “Integrated system of quality management of the products”. The experience of its operation proved to be effective at the expense of the introduction of the enterprise standard. Until the 1960's of the twentieth century there has been a presentation of the process management as a basis for the production of high-quality goods that must satisfy the needs of the client.

In the early 70's of the twentieth century the development of the process approach went into the simulation phase. SADT (Structured Analysis and Design Technique) is a structured analysis and design methodology that integrates the simulation process, project configuration management, use of additional linguistic resources, and project management with its graphical language. SADT methodology is implemented in the form of a clear formal procedure. In 1979 the standards of the BS 5750 appeared in Great Britain, which, after eight years, became the basis of the international standards of the ISO series 9000 [5, p. 15].

Japan has continued the development of Total Quality Management (TQM). America has gone by the method of revolutionary restructuring of the organization — business processes reengineering [1, p. 34]. The main idea of the business processes reengineering was to comprehend the restructuring of the material, the financial and information flows, aimed at optimizing the organizational structure, redistributing and minimizing the use of all kinds of resources, improving the quality of their services, reducing the period of meeting the needs of the consumers. Combined

them one: the focus on overcoming the functional barriers, the elimination of the duplication of the functions, process approach and customer needs [2, p. 166]. Unlike other methodologies (ISO 9000 or TQM) that operate within existing processes in the management structure, the business process reengineering is focused on fundamental rethinking and rejection of the existing system and replacing them with new approaches. Even in 1924 V. Shuhart proposed to switch to the control aimed at providing the sustainability for the entire time of the technological process and allows to achieve a certain level of quality of the final product. The recommended by V. Shuhart the “control cards” is a standardized process of managing the variants of quality characteristics of a product that is produced [13, p. 166].

In the modern native organizations the attention is paid to the process-oriented approach in management, however, the lack of a holistic view of the possibilities of forming a process approach remains the main problem. Hence, it is necessary to search and analyze a methodology that could guarantee the economic result of managers of similar initiatives. The Business Process Management Concept (BPM) is the most relevant and promising direction for the development of the economic activity at the macro and micro levels in modern conditions [39]. The peculiarity of the development of the BPM concept lies in the fact that this process proceeded simultaneously in two directions: the transformation of the managerial theories and the development of the information technology.

E. Deming argued for the possibility of applying V. Shuhart’s ideas on the statistical control and for other applications (for example, in finance, administration, forecasting, service, etc.). Nevertheless, the greatest achievements of E. Deming were achieved in formulating their complete concept of constant improvement of the quality of the goods and the introduction of the practice of the PDCA cycle — plan do check action, as a management scheme for different types of work based on common team activity. The ninth principle of E. Deming suggests that people from different functional units should work in teams (brigades) in order to eliminate the problems that may arise with the products or services [6, p. 31].

The student of E. Deming, G. Niv, explains this principle in the following way—the majority of the companies are organized according to the functional principle, but must work in a mode of interfunctional interaction [7, p. 26].

Significant contribution to the formation of the process approach brought the science of complex systems — the cybernetics that was created by N. Wiener. Thus, the business process is understood as a community of activities that has specific sources at the entrance and receives an output that is valuable to the consumer. The valuable orientation of the enterprise is perceived both in theory and in practice. The present representation of the process orientation of business to value was advanced by M. Porter back in 1985 with the proof of the theory of competitive advantages in the form of a chain of values of education, defining the main business processes that ensure the formation of the consumer value of the product and

secondary business processes that ensure the functioning enterprises and accompany the creation of the goods at all stages of the life cycle [8, p. 154]. The organizational and legal form of the ownership is constantly evolving, therefore it is necessary to make changes in the management model, as well as the construction of a new business-process management model.

However, the concept of “business” can be considered either as a type of activity, or as a way of doing business. We agree with V. Savelieva’s position that business is a way of obtaining commercial benefits for its owners through the organization of purposeful activities of the personnel on the content and transportation of the desired value of the consumer and value; business is a type of commercial activity in one of the selected basic markets for the goods and services to meet the needs of target groups of consumers in order to obtain commercial benefits [9, p. 31].

To date, the approach to enterprise management is based on the allocation of specific business processes for the implementation of certain types of work within the framework of the planned directions on the formation and delivery of consumer value. Business processes determine:

- the company’s potential for its effective interaction with the external environment (key competencies);
- attraction of the necessary sources;
- choice of business object;
- a scheme for organizing the business process management using the main types of work;
- control system functions;

- rules and procedures the implementation of which contributes to the achievement of established goals [4, p. 62].

The business processes are considered the basis of the process-oriented management — a difficult but effective approach to the enterprise management. This is a perfect management mechanism that reduces unproductive costs and improves the quality of the product; this is a tool that allows you to have current information about the current business processes and implement the operational and tactically correct solutions.

The main concept of the business survival in the modern conditions is the reintegration of the single actions into the whole business process, that is, sets of actions that create a result that is of value to the consumer [3, p. 154].

One of the approaches to modeling a system of functional management, based on that included the business processes, is considered a methodology developed specifically to facilitate the description and understanding of the artificial systems that fall into the category of the moderate complexity. Such a methodology is considered SADT (Structured Analysis and Design Technique — a methodology for analysis of structure and design) (1969–1973) [5, p. 37].

To describe the essential characteristics and activities at the level of the modern requirements, we introduce the concept of “the allocation of the business processes”. This means: to name a certain type of work, to indicate its beginning and end, to assign the “owner” of the process and to determine the desired result.

To develop the human resources of the organization, increase the efficiency of personnel management processes using the methods and tools for quality management and competence management, it is possible to propose the development of the Standard on the quality of training and staff development. Also, to formulate the purpose of its implementation:

- improving the process of obtaining knowledge and advanced training based on the implementation of the comprehensive competence management and the implementation of continuous learning and development of personnel;

- the implementation of continuous learning and development of workers based on the elaboration of the existing and necessary competencies (necessary for the fulfillment of the present or future functions), operational, rational and balanced training as well as advanced training for it.

Functions of the process of obtaining knowledge and training of staff:

- to provide the basic processes of the organization of qualified personnel that satisfies the detailed requirements for it (in terms of competences);

- to increase the efficiency of work of employees in the organization;

- to support the existing competences at the appropriate level and to develop the necessary competences (knowledge, abilities, skills and abilities that allow the employees to effectively carry out a certain activity) in accordance with the requirements of present and planned future jobs.

The designation of the specific business processes of the enterprise, their presentation, analysis and research, as

well as optimization — is an activity on the organization of productive work of the enterprise, increasing the competitiveness of the company [4, p. 39].

Conclusions. Identifying the essence of the process approach, we note that the organization in the context of the system analysis consists of interrelated elements (processes). The horizontal links of the process-oriented management are much stronger than the connections present in the functional management structure. The process-oriented control system where the unit process belonging to the particular owner is directly responsible for the result obtained at the output.

The process-oriented management system has a clear reciprocal link between processes, but each outcome of the process depends on the qualifications and qualities of the employees. A clear system of the unified command — the process owner manages all the operations and actions aimed at achieving the goal, the employees are endowed with great powers, increasing the role of each one leads to a significant result, a rapid response to the perturbations of the environment. But in each system there are weaknesses, including the process-oriented one:

- separate actions of the process require a high professionalism of the employees;

- specialists with different qualifications often lead to delays and errors that arise at the joints of the boundaries of the business processes;

- for the owner of the management process with mixed in functional sense working teams is a complex task.

Thus, the process approach that is the core of the modern theory of the

personnel management can be considered as a methodological and methodical basis for the management of the competence of employees.

REFERENCES

1. *Beztelesna L. I.* (2010), *Upravlinnya lyuds'ky'm rozvy'tkom ta jogo finansove zabezpechennya v Ukraini: ocinka ta perspektyvy'* [Management of human development and its financial security in Ukraine: evaluation and prospects], NUVGP, Rivne, Ukraine.
2. *Vy'nograd's'kyj M. D. Vy'nograd's'ka A. M. and Shkanova O. M.* (2009), *Upravlinnya personalom* [Personnel management], Centr uchbovoyi literatury', Kyiv, Ukraine.
3. *Luk'yanenko D. G. Poruchnyk A. M. and Kolot A. M.* (2008), *Global'na ekonomika XXI stolittya: lyuds'kyj vy'mir* [The global economy of the XXI century: the human dimension], KNEU, Kyiv, Ukraine.
4. *Dzherald Koul* (2004), *Upravlenie personalom v sovremennyih organizatsiyah* [Personnel management in modern organizations], OOO "Vershina", Moscow, Russia.
5. *Devid A. Marka and MakGouen K.* (1993), *Metodologiya strukturnogo analiza i proektirovaniya SADT* (Structured Analysis & Design Technique) [Methodology of structural analysis and design SADT (Structured Analysis & Design Technique)], Meta Tehnologiya, Moscow, Russia.
6. *Deming E.* (2007), *Vyihod iz krizisa: Novaya paradigma upravleniya lyudmi, sistemami i protsessami* [Out of the crisis: a new paradigm of managing people, systems and processes.], Alpina Pab-lisherz, Moscow, Russia.
7. *Niv G. R.* (2005), *Prostranstvo doktora Deminga: printsipyi postroeniya us-toychivogo biznesa* [The Space of Dr.

Deming: the principles of sustainable business], Alpina Biznes Buks, Moscow, Russia.

8. *Porter, M.E.* (2005), *Konkurentnaya strategiya: Metodika analiza otrasley i konkurentov* [Competitive strategy: Technique analyzing industries and competitors], Alpina Biznes Buks, Moscow, Russia.
9. *Savel'eva B.C.* (2005), *Upravlinnya personalom* [Personnel Management], VD "Professional", Kyiv, Ukraine.
10. *Smit A.* (1993), *Issledovanie o prirode i prichinah bogatstva narodov / Antologiya ekonomicheskoy klassiki* [Research about the nature and causes of the wealth of Nations / the anthology of economic classics], Ekonov, Moscow, Russia.
11. *Fayol A., Emerson G., Teylor F., and Ford G.* (1992), *Upravlenie — eto nauka i iskusstvo* [Management is science and art], Respublika, Moscow, Russia.
12. *Hammer M. and Champi D.* (2006), *Reinzhiniring korporatsii: manifest revolyutsii v biznese* [Reengineering the Corporation: a Manifesto revolution in business], Mann, Ivanov i Ferber, Moscow, Russia.
13. *Xmil' F. I.* (2006), *Upravlinnya personalom* [Personnel Management], Akademvy'dav, Kyiv, Ukraine.

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

1. *Безтелесна Л. І.* Управління людським розвитком та його фінансове забезпечення в Україні: оцінка та перспективи : монографія / Л. І. Безтелесна. — Рівне : НУВГП, 2010. — 361 с.
2. *Виноградський М. Д.* Управління персоналом.: навч. посіб. / М. Д. Виноградський, А. М. Виноградська, О. М. Шканова. — К. : Центр учбової л-ри, 2009. — 502 с.

3. *Глобальна економіка XXI століття: людський вимір* : монографія / [Д. Г. Лук'яненко, А. М. Поручник, А. М. Колот та ін.]. — К. : КНЕУ, 2008. — 420 с.
4. *Джеральд Коул*. Управление персоналом в современных организациях / Коул Джеральд; [пер. с англ. Н. Г. Владимировой]. — М. : ООО “Вершина”, 2004. — 352 с.
5. *Девид А.* Марка. Методология структурного анализа и проектирования SADT (Structured Analysis & Design Technique / А. Девид Марка, К. МакГоуэн ; [пер. с англ.]. — М. : Мета Технология, 1993. — 243 с.
6. *Деминг Э.* Выход из кризиса: Новая парадигма управления людьми, системами и процессами / Э. Деминг ; [пер. с англ.]. — М. : Альпина Паблишерз, 2007. — 370 с.
7. *Нив Г. Р.* Пространство доктора Деминга: принципы построения устойчивого бизнеса / Г. Р. Нив ; [пер. с англ.]. — М. : Альпина Бизнес Букс, 2005. — 266 с.
8. *Портер М. Е.* Конкурентная стратегия: Методика анализа отраслей и конкурентов / М. Е. Портер; [пер. с англ.]. — М. : Альпина Бизнес Букс, 2005. — 454 с.
9. *Савельева В. С.* Управління персоналом : навч. посіб. / В. С. Савельева, О. Л. Єськов. — К. : ВД “Професіонал”, 2005. — 336 с.
10. *Смит А.* Исследование о природе и причинах богатства народов / Антология экономической классики / А. Смит. — М. : Эконов, 1993. — Т. 1. — 402 с.
11. *Управление* — это наука и искусство : пер. с англ. / А. Файоль, Г. Эмерсон, Ф. Тэйлор, Г. Форд. — М. : Республика, 1992. — С. 201.
12. *Хаммер М.* Реинжиниринг корпорации: манифест революции в бизнесе / М. Хаммер, Д. Чампи ; [пер. с англ. Ю. Е. Корнилович и др.]. — М. : Манн, Иванов и Фербер. — 2006. — 287 с.
13. *Хміль Ф. І.* Управління персоналом : підручник / Ф. І. Хміль. — К. : Академвидав, 2006. — 606 с.



UDC: 35: 639.1(477) «18/19»

Protsiv Oleg Romanovych,

PhD of Public Administration, Chief Specialist, Ivano-Frankivsk Regional Department of Forestry and Hunting, 76018, Ivano-Frankivsk, Str. Mykhailo Hrushevskyi, 31, tel: (050) 433 63 22, (098) 224 58 23, e-mail: oleg1965@meta.ua

ORCID: 0000-0001-6692-7835

Проців Олег Романович,

кандидат наук з державного управління, головний спеціаліст, Івано-Франківське обласне управління лісового та мисливського господарства, 76018, м. Івано-Франківськ, вул. Михайла Грушевського, 31, тел.: (050) 433 63 22, (098) 224 58 23, e-mail: oleg1965@meta.ua

ORCID: 0000-0001-6692-7835

Процив Олег Романович,

кандидат наук по государственному управлению, главный специалист, Ивано-Франковское областное управление лесного и охотничьего хозяйства, 76018, г. Ивано-Франковск, ул. Михаила Грушевского, 31, тел.: (050) 433 63 22, (098) 224 58 23, e-mail: oleg1965@meta.ua

ORCID: 0000-0001-6692-7835

THE MILITARY COMPONENT IN PUBLIC ADMINISTRATION OF HUNTING ECONOMY IN GALICIA IN THE EARLY TWENTIETH CENTURY

Abstract. In the article it is analyzed the influence of the military in the field of hunting farms in Galicia in early twentieth century. In particular, it is analyzed the peculiarities of the organization of officers hunting societies, their cooperation with civil hunting societies, lobbying the interests of war-hunters. It was described the features of organization the hunting of the officers hunting societies. It was revealed that their organization was influenced by professional factors which were set in legal documents. It was illustrated cooperation in organizing joint training events and competitions of marksmanship. It was described methods of volunteer hunters help to army before the Second World War. It was illustrated the impact of officer hunting organizations on the humanitarian component in organization of hunting of Galicia.

Keywords: military officer, hunt, hunting, hunters, hunting societies, Galicia.

ВІЙСЬКОВА СКЛАДОВА В ПУБЛІЧНОМУ УПРАВЛІННІ МИСЛИВСЬКИМ ГОСПОДАРСТВОМ ГАЛИЧИНИ ПОЧАТКУ ХХ ст.

Анотація. У статті проаналізовано вплив військової галузі на мисливське господарство Галичини початку ХХ ст. Зокрема висвітлено особливості організації офіцерських мисливських товариств, їхню співпрацю з цивільними мисливськими товариствами, лобювання інтересів військових-мисливців, а також особливості організації полювань в офіцерських мисливських товариствах, та як на це впливають професійні чинники, закріплені в нормативно-правових документах. Проілюстровано співпрацю в організації спільних тренувань, змагань та конкурсів із влучної стрільби. Наведено способи волонтерської допомоги мисливців армії перед початком Другої Світової війни. Аналізується вплив офіцерських мисливських організацій на гуманітарну складову при організації мисливського господарства Галичини.

Ключові слова: військовий, офіцер, мисливство, полювання, товариства мисливців, Галичина.

ВОЕННАЯ СОСТАВЛЯЮЩАЯ В ПУБЛИЧНОМ УПРАВЛЕНИИ ОХОТНИЧЬИМ ХОЗЯЙСТВОМ ГАЛИЧИНЫ НАЧАЛА ХХ в.

Аннотация. В статье проанализировано влияние военной отрасли на охотничье хозяйство Галичины начала ХХ в. В частности освещены особенности организации офицерских охотничьих обществ, их сотрудничество с гражданскими охотничьими обществами, лоббирование интересов военных-охотников, а также особенности организации охоты в офицерских охотничьих обществах и какое влияние на это оказывают профессиональные факторы, закрепленные в нормативно-правовых документах. Проиллюстрировано сотрудничество в организации совместных тренировок, соревнований и конкурсов по меткой стрельбе. Наведены способы волонтерской помощи охотников армии перед началом Второй Мировой войны. Анализируется влияние офицерских охотничьих организаций на гуманитарную составляющую при организации охотничьего хозяйства Галичины.

Ключевые слова: военный, офицер, охота, общества охотников, Галичина.

Problem statement. Hunting is influenced by various sectors of social production, convention rules, regional culture, etc. Related sectors are of special importance. Partnership and cooperation improve their efficiency. The research of the positive historical experience of cooperation in the hunting

and military sector makes it possible to use it under the conditions of contemporary Ukraine.

Analysis of recent research studies and publications. These problems have been expressed in the periodicals of the Austro-Hungarian Empire, namely: in the magazine *Łowiec* ("Hunter"),

which was published in Lviv as a press organ of the Galician Hunting Society since January 10, 1878, "Łowiec Polski" ("Polish Hunter"), which was published in Warsaw as a press organ of the Kaiser Proper Hunting Society of Poland since 1899; in the newspaper *Gazeta lwowska* (Lviv Newspaper), *Opiekun zwierząt* (Animal Caretaker), the specialized calendars for hunters.

Study objective. To identify the influence of the military profession on the organization of public management of the hunting sector. To investigate the positive aspects of hunting and military sector cooperation.

The major task of the study is finding the provisions of law which regulated the engagement of the members of the military in hunting, the practice of enforcement of these provisions, the peculiarities of officer hunting societies' activities, the cooperation between hunting and officer societies in organizing the shooting competitions, the hunters' volunteer movement to support the army.

Study subject is the system of influence of the military component on the public management of the hunting sector of Galicia during the studied period.

Statement of basic material. On the 1 of January 1938 the Polish Hunting Association put forward an initiative to collect the used cartridges (cases) from smooth-bore and rifled guns for the needs of the army. Its appeal "Used ammunition – to the National Defense Fund", found a broad response across the entire country, because Poland did not produce metal from which the weapons were manufactured.

For hunters it was very easy because until that time all used cartridges were

thrown into the garbage or collected by game driving men, to sell to poachers or Jewish merchants [1, p. 65–67]. The latter even organized a successful business: they bought all proposed cartridges, sorted according to the caliber and sold. The price of a new cartridge was 15 groszes, and of the fired cartridge – only 2–3 groszes, but each contained 2 grams of pure copper. Providing that on average every hunter buys 200 ammunition items every year, and there were 50 thousand of hunters in Poland at that time, it means that they used 10 million cartridges, that is, 20 tons of copper [2, p. 216–218]. It should be added that in the prewar Poland shooting sport was very popular, and a lot of ammunition was used at shooting grounds, which was extra 50 %. However, the eastern part of Poland, i. e. our lands did not participate too actively in this campaign. So the hunting chiefs got instructions from the society how to organize the collection of cartridges after hunting properly. In order to do that they appointed a responsible drover who after each game drive approached all hunters and collected cartridges from them [3, p. 56]. The Polish Association of Hunting Societies organized the production of special bags bearing the inscription "National Defense Fund", which it gave out to the owners of the large hunting farms to put the cartridges into them after hunting [4, p. 737]. Major Henrik Pikheta from Kolomyia obliged hunters to hand over used cartridges to the nearest military station, and they received an appropriate receipt for doing it. Such a collection mechanism was approved by a corresponding order of the Ministry of Defense of Poland [5, p. 59].

Besides, hunting periodicals published appeals to hunters to help the army.

In particular, the newspaper "Polish Hunter" urged not only to give cartridges for scrap metal to the National Defense Fund but to combat poaching in such a manner [6, p. 69]. It was proposed to specifically damage the cartridges before submitting, since there were cases when dishonest military officers resold them to hunters because a cartridge can be used two or three times [7, p. 323–324].

The Polish Association of Hunting Societies organized the printing of leaflets which were put into each package of ready-made cartridges, with a reminder to hand over used cartridges to the National Defense Fund [8, p. 32].

The Ministry of Communications has released from payment of fee the postal items with used cartridges sent to the National Defense Fund. In fact, since the beginning of 1939, hunters got the right to send their gifts free of charge to the National Defense Fund, located at: Warsaw, Marszalkowska street, 17 [9, p. 317].

However, not only Polish hunters donated money to the fund. It is known that Scholberg, a Belgian citizen, sent a rare hunting rifle to the fund, which was later sold at a specialized auction [10, p. 419]. The people of art also took part in supporting the army. Famous performers, like Ukrainian artists today, performed at concerts, the collected money were sent to the defense fund [11, p. 2].

The Krakow writers' office decided that every writer should write a poem or a short novel, the remuneration for which had to be sent to the fund. The

writers were also proposed to organize and participate in literature readings for free [12, p. 3].

The professionalism of the military members and hunters is evident from the precision of shooting. Thus the public administration policy of the Second Polish Republic approved of the involvement of hunters in military affairs. According to the historical sources, public authorities organized for this purpose joint competitions for military members and hunters. The cooperation of hunters and military officers has already taken place under the rule of the Austro-Hungarian Empire.

In 1902 the Officers' Shooting Society invited the members of the Galician Hunting Society to participate in competitions for the precision of shooting, which in 1902 took place in Lviv on May 28, June 12 and 16, July 10 and 24 and August 7 and 16 [13, p. 134]. In 1904 the officers invited the hunters to participate in the competitions which took place in Lviv on June 23, July 6 and 7, August 4 [14, p. 145]. To encourage the participation in the shooting precision competition the Officers' Shooting Society bought a number of awards for the contest participants [15, p. 138–139], which included: a silver cigarette case, a lighter [16, p. 149–150], the golden watch "Omega", which was awarded to the winner of the competition — Albert Mnishek [17, p. 166–167]. Apart from the scheduled competitions held by the Officers' Shooting Society it also organized competitions during the conventions of the Galician Hunting Society, in particular during the IX convention (1905) [18, p. 161–162], X convention (1906) [19, p. 169–170], [20, p. 143], [21, p. 165–166]. Moreover, the Offi-

cers' Shooting Society found financial resources and awarded the winner with a golden watch [22, p. 167] and a bronze statuette of a shooter [23, p. 134–135].

Beside Lviv, other Galician cities also held shooting competitions. In particular, this sports has gained great popularity in Stryi, where in August 1923 the demonstration shooting of the mountain division was held at the training ground in Zawadow. Besides military officers, hunters also participated, but only the members of Malopolske Hunting Society [24, p. 123]. In Stryi on July 5, 1924 the officers from the sixth infantry regiment also practiced shooting together with the members of Malopolske Hunting Society [25, p. 118]. In Rzeszów the military shooting society invited the local members of Galician Hunting Society to participate in the shooting competition which took place on the 1 of July 1908 [26, p. 155]. Also, joint shooting competitions took place in Lviv on September 27–28, 1924 [27, p. 172] and on July 30, 1931. Officers' demonstration shootings were held at the military shooting training ground in Lviv, and the members of Malopolske Hunting Society were invited to participate in them [28, p. 2]. In May 1928 in Stanislaviv the military authorities organized a shooting competition for hunters and military members. Ordinary participants had to pay 5 zloty, military – 1 zloty, the winner got the award of Stanislaviv Voivode [29, p. 156].

The Galician public was shocked by the disgraceful behaviour of the Krakow military station officers during shooting precision competitions. Thus, on February 25, 1892 at the local shooting ground the officers practiced

accurate shooting using alive animals as their targets.

To do this they used birds, cats, dogs, and even a domestic pig. They even involved local teenagers into their criminal activities who for payment caught for them stray cats or even stole domestic ones from their owners [30, p. 47]. It is paradoxical, but the shooting training also had negative effects for hunting, because the shooting grounds required large areas. Thus, for shooting training in Dolynsky county the military officials planned to arrange in 1925 the military training ground at the area of 10 thousand hectares.

These actions caused energetic discontent of the hunters' community in the newspaper "Hunter", because the territory which in the article with the provocative title "The best hunting areas of the Subcarpathia will disappear soon!?" was called the hunting enclave had wonderful conditions for game propagation, there hunters got a few dozens of wild boars during one hunting [31, p. 104–105].

In addition to practicing at a shooting ground the military officers did not miss an opportunity to practice their shooting skills in game hunting. This is evidenced by numerous officers' hunting societies that existed in the interwar period. Historical sources indicate that the hunters-military officers actively participated in the public life of hunters.

In 1922 in Przemyśl was organized the "Officers' Hunting Club" [32, p. 124]. The military clubs not only tried to influence the authorities for lobbying the hunting interests, but also united the military hunters to arrange hunting. The Officers' Hunting Club in 1929 was admitted as an associate

member of Malopolske Hunting Society which expanded its activities in Galicia [33, p. 78]. The officers, besides the active participation in the hunters' public life, provided help according to their possibilities.

So, for example, on February 27, 1927 in Lviv the officer's casino premises hosted the hunters' assembly of Malopolske Hunting Society attended by 150 hunters. Among them were many generals and colonels [34, p.]. Besides, the Officers' Hunting Club in Lviv invited 10 hunters from among military officers to become its members. They pointed out that the active officers, reserve officers and military pensioners had the prerogative right for admission. The membership in the organization granted the right to hunt in the hunting areas which the club had on lease [35, p. 129].

With the assistance of the head of Sambir county in 1930 in the county an officers' hunting society was organized [36, p. 287]. To organize hunting for the society members the hunting grounds in the territory of the Biskovichi village of Sambir county were provided to it for use [37, p. 90], [38, p. 84]. It is known that in the territory of Galicia, similar societies operated in the city Gorodok [39, p. 83], and Dębica, only

officers being the members of the society [40, p. 146]. At the territory of the Second Polish Republic the officers' societies also operated in Welykopol-ske Voivodeship — the "Union of the Reserve Officers of the Western Lands" [41, p. 132], in Gdańsk the officers' society included 15 members [42 p. 90], as well as in Warsaw [43, p. 101–105].

From the press accounts of the time it is evident that the invited hunters ranged from 1/6 to the half of all people participating in a hunt. It is noted that most often the officers were the guests. Because of the specific character of the military service associated with the frequent change of the place of residence, it was difficult for them to become members of a hunting society and to participate in its work [44, p. 5].

After the First World War the instruction courses for training of hunt and forest protectors from among the military veterans with service-connected disabilities were organized in Bilyany near Krakow.

In 1916 the first 26 candidates completed the courses [45, p. 60–61]. This fact confirms that the military profession is most similar to the hunting sector.

The officers contributed to the cultural development of hunting. In

OFICERSKI KLUB MYŚLIWSKI WE LWOWIE

ogłasza 10 wolnych miejsc członkowskich i zaprasza P. T. Myśliwych do wpisania się na członków. — Pierwszeństwo mają oficerowie czynni w rezerwie lub emeryci, względnie osoby cywilne mające tereny łowieckie. Zgłoszenia, oraz informacje, przyjmuje i udziela **tylko pisemnie sekretarz Klubu em. kpt. Nerunowicz, Lwów, Piekarska 17**

particular, in Przemyśl in the officers' casino under the supervision of the captain Vladyslav Kobylyansky operated the officers' hunting library, where out of 4497 books 88 ones were devoted to hunting subjects. Malopolske Hunting Society encouraged to follow the example of the captain Kobylyansky [46, p. 126].

The specific character of the military service also resulted in the regulatory affairs. The hunters who were the army officers, the police officers and border guards being the members of the Polish Association of Hunting Societies were not subject to the arbitration (comrades') court of the society. The hunters' misconduct and conflicts involving officers were considered by the military comrades' courts [47, p. 146–147]. If they violated the hunting regulations, the officers-hunters were responsible not only before the criminal and the civil laws but also before the comrades' court of honour [48, p. 297].

Two years before the Second World War, an exhibition of trophies was organized in Berlin, which with the consent of the local commandant's office and the military authorities could be attended by the active officers and the reserve officers [49, p. 182]. During the occupation of the territory of Volyn in 1916–1918 individual hunting was permitted for the officers wearing uniform [50, p. 248–249].

Conclusions. State government authorities need to use the positive historical experience of volunteer movements in Galicia aimed at strengthening the national security and law and order of the state. Taking into account the professional membership of people when engaging them in volunteer ac-

tivities contributes to the motivating of the engaged people and improves the efficiency of their work.

In particular, hunters can be engaged to maintain law and order in their places of permanent residence, taking into account their professional potential — the skillful weapon handling.

It is found that at the territory of the Second Polish Republic there was a large number of officers' and military hunting societies, the activities of which differed from civil hunting societies and had a specific character, based on the closed nature of the military sector.

It has been shown that for military hunters the arrangement of hunt and joining the community-based hunters' organizations had their particular character and were subject to individual regulatory acts.

It is found that the military sector influenced significantly the organization of hunting in Galicia in the humanitarian area which found its expression in the arrangement of shooting competitions and specialized libraries together with civil hunters.

REFERENCES

1. *Protsiv O. R.* (2015), "Modernizatsiia systemy derzhavnoho upravlinnia volonters'kym rukhom: istorychnyj dosvid myslyvs'kykh orhanizatsij u Halychyni", p. 65–67.
2. *Kalendarz myśliwski na 1939 rok.* (1939), Polski związek Stowarzyszeń łowieckich, Warszawa, S. 216–218.
3. *Złom myśliwski na F.O.N.* (1939), "Łowiec", vol. 17–18, p. 56.
4. *Ku uwadze pp. właścicieli łowisk i prowadzących polowania* (1938), "Łowiec Polski", vol. 36, p. 737.
5. *Zbiórka łomu myśliwskiego na f. o. n.* (1938), "Łowiec", vol. 8, p. 59.

6. *Echa* artykułu “złom myśliwski na f.o.n. (1938), “Łowiec Polski”, vol. 4, p. 69.
7. *Zabiello Władysław* (1938), oddawajmy łuski na fundusz obrony narodowej “Łowiec Polski”, vol. 16, p. 323–324.
8. *Zbiórka* na f. o. n. (1939), “Łowiec Polski”, vol. 1, p. 32.
9. *Składaimy dary* na F. O. N. (1939), “Łowiec Polski”, vol. 10, p. 317.
10. *Dar przemysłowca* belgijskiego na fundusz obrony narodowej w polsce (1939), “Łowiec Polski”, vol. 13, p. 419.
11. *Artyści lwowa* na FON (1939), “Gazeta lwowska.”, vol. 86, p. 2.
12. *Literaci krakowscy* na F. O. N. (1939), “Gazeta lwowska.”, vol. 99, p. 3.
13. *Zaproszenie* (1902), “Łowiec”, vol. 11, p. 134.
14. *Zaproszenie* (1904), “Łowiec”, vol. 12, p. 145.
15. *Regulamin* popisowego strzelania uczestników Zjazdu łowieckiego, urządzonego przez galicyjskie Towarzystwo łowieckie w dniu 30. czerwca 1902 o godzinie 3. po południu na strzelnicy wojskowej. (1902), “Łowiec”, vol. 12, p. 138–139.
16. *Na strzelnicy.* (1904), “Łowiec”, vol. 13, p. 149–150.
17. *Na strzelnicy.* (1905), “Łowiec”, vol. 14, p. 166–167.
18. *IX. Zjazd* łowiecki. (1905), “Łowiec”, vol. 14, p. 161–162.
19. *X. Zjazd* łowiecki. (1906), “Łowiec”, vol. 14, p. 169–170.
20. *Na strzelnicy.* (1906), “Łowiec”, vol. 11, p. 143.
21. *XI. Zjazd* łowiecki. (1906), “Łowiec”, vol. 14, p. 165–166.
22. *Na strzelnicy.* (1907), “Łowiec”, vol. 14, p. 167.
23. *Na strzelnicy.* (1908), “Łowiec”, vol. 12, p. 134–135.
24. *Popisowe* strzelanie w Stryju. (1923), “Łowiec”, vol. 8, p. 123.
25. *Drugie* premiowe strzelanie w Stryju (1924), “Łowiec”, vol. 8, p. 118.
26. *Program* i regulamin Jubileuszowego Strzelania Premiowego urządzonego przez towarzystwom myśliwych w Rzeszowie w dniu 1. lipca 1908, punktualnie o god 1-ej po południu, na strzelnicy wojskowej. (1908), “Łowiec”, vol. 13, p. 155.
27. *Sprawozdanie* z popisowego strzelania w Jarosławiu (1924), “Łowiec”, vol. 11, p. 172.
28. *Ogłoszenia* (1921), “Łowiec”, vol. 3, p. 2.
29. *Wielkie* zawody strzeleckie w Stanisławowie. (1928), “Łowiec”, vol. 10, p. 156.
30. *Sprawy* y towarzystwa. (1892), “Opiekun zwierząt”, vol. 3, p. 47.
31. *Najpiękniejsze* z podkarpackich łowiectw miałyby zniknąć z powierzchni ziemi!?? (1925), “Łowiec”, vol. 7, p. 104–105.
32. *Korespondencje* (1924), “Łowiec”, vol. 10, p. 124.
33. *Sprawy* towarzystwa sprawozdanie z posiedzenia Wydziału M.T.I. w dniu 11. lutego 1929 r (1929), “Łowiec”, vol. 5, p. 78.
34. *Wiec* myśliwych. (1927), “Łowiec”, vol. 3, p. 35.
35. *Ogłoszenia* (1931), “Łowiec”, vol. 9, p. 129.
36. *Z życia* myśliwskiego w Samborze (1932), “Łowiec”, vol. 22, p. 287.
37. *Sambor*, dnia 19 marca 1937. Lisy nn terenie pow. samborskiego w roku 1936. (1937), “Łowiec”, vol. 6, p. 90.
38. *Korespondencje* Sambor, dnia 3 marca 1937. Sprawozdanie z wyniku polowań w powiecie samborskim za rok 1936. (1937), “Łowiec”, vol. 5, p. 84.
39. *Gródek* Jagielloński, w kwietniu 1934 r. Sprawozdanie delegata. (1934), “Łowiec”, vol. 10, p. 83.
40. *Sprawozdanie* myśliwskie (1938), “Łowiec”, vol. 15–16, p. 146.
41. *Otwarcie I.* Wystawy Sportowej we Lwowie (1927), “Łowiec”, vol. 7, p. 132.
42. *Z Polskiego* Związku Stow. Łowieckich (1935), “Łowiec”, vol. 8, p. 90.

43. *Sprawozdanie z obrad walnego zgromadzenia i XXV zjazdu Małopolskiego towarzystwa łowieckiego odbytego dnia 16. czerwca 1926 we Lwowie w sali posiedzeń towarzystwa gospodarczego przy ul. Kopernika 20 (1926), "Łowiec", vol. 7, p. 101–105.*
44. *Protsiv O. R. (2015), "Yak orhanizovувaly poliuvannia dlia hostej u Halychyni kintsia KhIKh-pochatku KhKh st.", p. 5.*
45. *Kurs dla straży leśnej i łowieckiej (1917), "Łowiec", vol. 7–8, p. 60–61.*
46. *Oficerska biblioteka myśliwska w Przemyślu. (1928), "Łowiec", vol. 8, p. 126.*
47. *Z Polskiego Związku Stow. Łowieckich Protokół z posiedzenia Wydziału Wykonawczego z dnia 9 lipca 1934 r. (1934), "Łowiec", vol. 17–18, p. 146–147.*
48. *Przyczynek do rez. Rozkazu Komendy wojskowej (1928), "Łowiec", vol. 19, p. 297.*
49. *Wycieczki na Międzynarodową Wystawę Łowiecką w Berlinie. (1937), "Łowiec", vol. 12, p. 182.*
50. *Okupacyjne prawo łowieckie (1933), "Łowiec", vol. 21, p. 248–249.*
3. *Złom myśliwski na F.O.N. // Łowiec. — 1939. — № 17–18. — S. 56.*
4. *Ku uwadze pp. właścicieli łowisk i prowadzących polowania // Łowiec Polski. — 1938. — № 36. — S. 737.*
5. *Zbiórka łomu myśliwskiego na f. o. n. // Łowiec. — 1938. — № 8. — S. 59.*
6. *Echa artykułu "złom myśliwski na f.o.n. // Łowiec Polski. — 1938. — № 4. — S. 69.*
7. *Zabiello Władysław oddawajmy łuski na fundusz obrony narodowej // Łowiec Polski. — 1938. — № 16. — S. 323–324.*
8. *Zbiórka na f. o. n. // Łowiec Polski. — 1939. — № 1. — S. 32.*
9. *Składamy dary na F. O. N. // Łowiec Polski. — 1939. — № 10. — S. 317.*
10. *Dar przemysłowca belgijskiego na fundusz obrony narodowej w polsce // Łowiec Polski. — 1939. — № 13. — S. 419.*
11. *Artyści lwowa na FON // Gazeta lwowska. — 1939. — № 86. — S. 2.*
12. *Literaci krakowscy na F. O. N. // Gazeta lwowska. — 1939. — № 99. — S. 3.*
13. *Zaproszenie // Łowiec. — 1902. — № 11. — S. 134.*
14. *Zaproszenie // Łowiec. — 1904. — № 12. — S. 145.*
15. *Regulamin popisowego strzelania uczestników Zjazdu łowieckiego, urządzonego przez galicyjskie Towarzystwo łowieckie w dniu 30. czerwca 1902 o godzinie 3. po południu na strzelnicy wojskowej // Łowiec. — 1902. — № 12. — S. 138–139.*
16. *Na strzelnicy // Łowiec. — 1904. — № 13. — S. 149–150.*
17. *Na strzelnicy // Łowiec. — 1905. — № 14. — S. 166–167.*
18. *IX. Zjazd łowiecki // Łowiec. — 1905. — № 14. — S. 161–162.*
19. *X. Zjazd łowiecki // Łowiec. — 1906. — № 14. — S. 169–170.*
20. *Na strzelnicy // Łowiec. — 1906. — № 11. — S. 143.*

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

1. *Проців О. Р. Модернізація системи державного управління волонтерським рухом: історичний досвід мисливських організацій у Галичині // Модернізація системи державного управління: теорія і практика [Text] : матеріали наук.-практ. конф. за міжнар. участю (9 жовт. 2015 р., Львів) / за наук. ред. чл.-кор. НАН України В. С. Загорського, доц. А. В. Липінцева. — Львів : ЛРІДУ НАДУ, 2015. — С. 65–67.*
2. *Kalendarz myśliwski na 1939 rok. — Warszawa: Polski związek Stowarzyseń łowieckich, 1939. — S. 216–218.*

21. *XI. Zjazd łowiecki* // Łowiec. — 1906. — № 14. — S. 165–166.
22. *Na strzelnicy* // Łowiec. — 1907. — № 14. — S. 167.
23. *Na strzelnicy* // Łowiec. — 1908. — № 12. — S. 134–135.
24. *Popisowe strzelanie w Stryju* // Łowiec. — 1923. — № 8. — S. 123.
25. *Drugie premiowe strzelanie w Stryju* // Łowiec. — 1924. — № 8. — S. 118.
26. *Program i regulamin Jubileuszowego Strzelania Premiowego urządzonego przez towarzystwo myśliwych w Rzeszowie w dniu 1. lipca 1908, punktualnie o god 1-ej po południu, na strzelnicy wojskowej* // Łowiec. — 1908. — № 13. — S. 155.
27. *Sprawozdanie z popisowego strzelania w Jarosławiu* // Łowiec. — 1924. — № 11. — S. 172.
28. *Ogłoszenia* // Łowiec. — 1921. — № 3. — S. 2.
29. *Wielkie zawody strzeleckie w Stanisławowie* // Łowiec. — 1928. — № 10. — S. 156.
30. *Sprawy towarzystwa* // Opiekun zwierząt. — 1892. — № 3. — S. 47.
31. *Najpiękniejsze z podkarpackich łowiectw miałyby zniknąć z powierzchni ziemi!??* // Łowiec. — 1925. — № 7. — S. 104–105.
32. *Korespondencje* // Łowiec. — 1924. — № 10. — S. 124.
33. *Sprawy towarzystwa sprawozdanie z posiedzenia Wydziału M.T.I. w dniu 11. lutego 1929 r* // Łowiec. — 1929. — № 5. — S. 78.
34. *Wiec myśliwych* // Łowiec. — 1927. — № 3. — S. 35.
35. *Ogłoszenia* // Łowiec. — 1931. — № 9. — S. 129.
36. *Z życia myśliwskiego w Samborze* // Łowiec. — 1932. — № 22. — S. 287.
37. *Sambor, dnia 19 marca 1937. Lisy na terenie pow. samborskiego w roku 1936* // Łowiec. — 1937. — № 6. — S. 90.
38. *Korespondencje Sambor, dnia 3 marca 1937. Sprawozdanie z wyniku polowań w powiecie samborskim za rok 1936* // Łowiec. — 1937. — № 5. — S. 84.
39. *Gródek Jagielloński, w kwietniu 1934 r. Sprawozdanie delegata* // Łowiec. — 1934. — № 10. — S. 83.
40. *Sprawozdanie myśliwskie* // Łowiec. — 1938. — № 15–16. — S. 146.
41. *Otwarcie I. Wystawy Sportowej we Lwowie* // Łowiec. — 1927. — № 7. — S. 132.
42. *Z Polskiego Związku Stow. Łowieckich* // Łowiec. — 1935. — № 8. — S. 90.
43. *Sprawozdanie z obrad walnego gromadzenia i XXV zjazdu Małopolskiego towarzystwa łowieckiego odbytego dnia 16. czerwca 1926 we Lwowie w sali posiedzeń towarzystwa gospodarczego przy ul. Kopernika 20* // Łowiec. — 1926. — № 7. — S. 101–105.
44. *Провіє О. Р. Як організували полювання для гостей у Галичині кінця XIX–початку XX ст. / О. Р. Провіє / Всеукр. журн. “Лісовий вісник” (травень 2015 р. № 5/44).* — С. 5.
45. *Kurs dla straży leśnej i łowieckiej* // Łowiec. — 1917. — № 7–8. — S. 60–61.
46. *Oficerska biblioteka myśliwska w Przemysłu* // Łowiec. — 1928. — № 8. — S. 126.
47. *Z Polskiego Związku Stow. Łowieckich Protokół z posiedzenia Wydziału Wykonawczego z dnia 9 lipca 1934 r.* // Łowiec. — 1934. — № 17–18. — S. 146–147.
48. *Przyczynek do rez. Rozkazu Komendy wojskowej* // Łowiec. — 1928. — № 19. — S. 297.
49. *Wycieczki na Międzynarodową Wystawę Łowiecką w Berlinie* // Łowiec. — 1937. — № 12. — S. 182.
50. *Okupacyjne prawo łowieckie* // Łowiec. — 1933. — № 21. — S. 248–249.



UDC: P-6671-2017

Ragulina Olena Oleksyevna,
postgraduate Department of Management
of KNEU, the first year of correspondence
form of education, Kiev National Economic
University, 03095, Kyiv, Str. Sribnokilska,
1-182, tel.: (097) 847 77 93, elenaragulina@
gmail.com

ORCID: 0000-0002-3765-9568

Рагуліна Олена Олексіївна,
аспірант кафедри менеджменту КНЕУ,
перший рік заочної форми навчання, Ки-
ївський національний економічний універ-
ситет, 03095, Київ, вул. Срібнокильська,
1-182, тел.: (097) 847 77 93, elenaragulina@
gmail.com

ORCID: 0000-0002-3765-9568

Рагулина Елена Алексеевна,
аспирант кафедры менеджмента КНЭУ,

первый год заочной формы обучения, Киевский национальный экономический универ-
ситет, 03095, Киев, ул. Срібнокильська, 1-182, тел.: (097) 847 77 93, elenaragulina@
gmail.com

ORCID: 0000-0002-3765-9568

PROBLEMS OF THE ORGANIZATION AND FUNCTIONING OF A PERSONNEL MANAGEMENT SYSTEM OF PUBLIC SERVICE: FOREIGN EXPERIENCE

Abstract. In article the modern principles of the organization and function-
ing of a personnel management system of public service in the foreign countries,
the carried-out analysis of system of public authorities of the power which direct
public service are analyzed.

Keywords: public service, a personnel management system, bodies which
operate public service.

ПРОБЛЕМИ ОРГАНІЗАЦІЇ ТА ФУНКЦІОНУВАННЯ СИСТЕМИ УПРАВЛІННЯ ПЕРСОНАЛОМ ДЕРЖАВНОЇ СЛУЖБИ: ЗАРУБІЖНИЙ ДОСВІД

Анотація. У статті аналізуються сучасні засади організації та функціону-
вання системи управління персоналом державної служби в зарубіжних кра-

їнах, а також система державних органів влади, які управляють державною службою.

Ключові слова: державна служба, система управління персоналом, органи, які управляють державною службою.

ПРОБЛЕМЫ ОРГАНИЗАЦИИ И ФУНКЦИОНИРОВАНИЯ СИСТЕМЫ УПРАВЛЕНИЯ ПЕРСОНАЛОМ ГОСУДАРСТВЕННОЙ СЛУЖБЫ: ЗАРУБЕЖНЫЙ ОПЫТ

Аннотация. В статье анализируются современные принципы организации и функционирования системы управления персоналом государственной службы в зарубежных странах, а также система государственных органов власти, управляющие государственной службой.

Ключевые слова: государственная служба, система управления персоналом, органы, управляющие государственной службой.

Target setting. The modern control system of public service of Ukraine endures crisis. Yes, it, first, substantially also became conceptually outdated (mechanisms and methods of work with personnel are typical which do not consider change in modern activity of society); secondly, has no system character (in particular, it concerns adoption of many normative legal acts of rather public service); besides, the modern personnel management system cannot satisfy requirement of society, in particular, quickly to create new generation of managers. Similar system crises endured other countries and found the solutions of problems.

Analysis of the last researches and publications. Analysis of the last researches and publications. Unseemly attention is paid to problems of system consideration of system of public authorities of the power which direct public service. Yes, in some textbooks (in particular, “Administrative law of the foreign countries” [1], “Administrative public administration in the

countries : USA, Great Britain, France, Germany” [2], “Public administration of the foreign countries” [8], “Public service. Foreign experience and offers for Ukraine” [9], “Human resource management” [10]) and also scientists A. Esimovoy [4], G. Lelikovim [5], I. Ninyuk [6], V. Oluykom [7], only certain aspects of management of public service of the abroad are considered.

However, *among unresolved before a part of a common problem* – there is a system analysis of modern control systems of public service and definitions of innovative ways of reforming of the Ukrainian control system of public service.

Therefore, **the purpose of the article** is implementation of the thorough analysis of modern practices on a problem of reforming of control systems of public service in the foreign countries and on the basis of such analysis of justification of innovative ways of reforming of the Ukrainian control system of public service.

The statement of basic materials.

For the purpose of definition of optimum ways of reforming of a personnel management system of public service of Ukraine feasible thorough analysis of foreign experiment on noted problem.

The analysis of literature from problems of formation of a control system of a personnel of public service gives the grounds to note that at world level

there is no general system of the organization of institutions, what responsible for public service. In the different countries public service and therefore structure of the organization state service different is differently organized.

For the purpose of simplification information the system of governing bodies of public service can be provided according to the following classification [4, p. 89].

Public service authorities	Country	The reasons for this type of subordination
Ministry of Finance	Australia, Denmark, Portugal, Finland, Ireland, Switzerland, Sweden, Cyprus	Unlike activity of employees private to the sector, work of public servants is paid from means of the state budget, at the expense of the means received from taxpayers
Ministry of Internal Affairs	Belgium, Germany, the Netherlands, Hungary, Lithuania, Slovenia	Such approach exists generally federal states and also in the countries with decentralization of the power and large powers of local governments
Prime Minister	United Kingdom, Italy, Canada, Switzerland, Japan, Islamic Republic of Iran, Poland, Czech Republic	Management in which public servants are involved is the instrument of implementation of imperious functions of the government where management is financed by the Head of the government
Departments (ministries) for civil service and public administration	Greece, Spain, Turkey, France, Bulgaria, Slovakia	In some countries controls of public service are exercised by the relevant ministries (departments)
The management of the civil service is within the competence of more independent ministries, councils, commissions	Norway, Australia, Luxembourg, China, New Zealand, USA, Yugoslavia, Estonia, Latvia, Romania	In some countries the ministry which is responsible for management of public service uses bigger degree of independence, at the same time it covers also other branches (The Ministry of Sport in Australia, the Ministry of Labour and government administration in Norway, the Ministry of Labour, social solidarity and family in Romania and so forth)

We will in details analyse the system of governing bodies of public service in France, Spain, Germany, Latvia, the USA, Poland and China further.

The analysis of literature from problems of the organization of a personnel management system of public service gives the grounds to claim that the French system of public service is the system of career development. In the center of system of promotion there is a principle of difference between a rank and a type of work. The rank is practically “personal property” of the public servant. Public servants cannot be released (if disciplinary violations or low level of their work are not revealed). The rank gives to the public servant of an opportunity to be engaged in that work which answers the level and qualification of the corresponding rank.

For professionalism development public service provides development of mobility among public servants. To enter comparison elements between different tasks (different types of works) and to help to organize the real career development on the basis of capitalization different professional experience enriched with mobility and also continuous study, it is necessary to create the system of interrelation. It is what in France is called “link” of qualifications and remunerations.

The French system is criticized sometimes for rigidity and solidity, for the fact that too many attention is paid to length of service, for infrequent promotion, for insignificant flexibility. But the reality shows that to public service of France inherent wonderful ability to adaptation; and also the fact that at career development undertake to atten-

tion of a merit and high-quality performance of tasks.

In France bodies which operate public service perform everyone the function. The parliament approves the General provision on public service and defines an order of creation of the budgetary positions. The State Council establishes what positions enter a circle of powers of the president and the government what categories of officials can be appointed by other bodies. The president approves decrees concerning public service, carries out appointment of the highest officials: state councilors, the chief consultants of Audit Chamber, prefects, ambassadors, heads of academies, etc. the Prime minister according to the constitutional norms bears direct responsibility for all work of public service. Within the constitutional powers he prepares and issues bylaws, special regulations on public service for the separate ministries, coordinates activity of the ministries for the benefit of public service, participates in appointment of the highest officials. Behind decisions of the president and prime minister there are appointments of all administrative board of the ministries (to chiefs of departments) [7, p. 37].

The general management (Head department) of public service is the main body that responsible for management of public service. This rather small management (less than 200 public servants) which main tasks are creation and maintenance of legal principles of public service, management of the salaries of public servants, provision of pensions and also development of policy in the sphere of management of human resources (special responsibility —

for the highest case of public servants), reception, study, social dialogue, social sheaves. It is obvious that the General management (Head department) of public service does not operate public servants. Departments (management) of human resources of the ministries, local authorities and the state hospitals bear responsibility for daily human resource management.

The general management (Head department) of public service belongs to the ministry responsible for public service. Till 2007 the Ministry of public service was closely connected with office of the Prime minister (in France, according to the Constitution, the Prime minister is the head of public service, at least public civil service). Since 2007 the Ministry of public service became a part of the Ministry of the budget and public finances, in view of big costs of public service from the budget of the state (44,4 % of the state budget are spent for public service, 6,1 % of GDP) [3, p. 72].

At the regional level controls of public service are exercised by prefects. The prefect and the services of prefectures subordinated to him perform two functions: representative of the central government and coordination headquarters of services of the region. The prefect has the right to employ employees of an average and lower link. At the level of local government municipal councils and mayors act as governing bodies. They lock management of public service on a national scale. Besides, for personnel administration of public servants at the regional and local levels the created managements in the form of the state territorial institutes. These managements unite in the national

center which performs management control only of the top management [7, p. 38].

For France signs of self-government in activity of bodies from management of public service which allows active participation in it of trade-union activists, ordinary employees are characteristic. For this purpose the created network of parastatal, semi-public bodies, for example General council, Territorial council, Parity administrative committee for coordination of the adopted acts of rather public service with the interests of public servants, discussion of alternative projects of rather public service and so forth [3, p. 72].

The same scheme of the organization of public service with division into a number of levels works in other countries approximately though in each country there are the specifics.

In the majority of the countries there are specialized governing bodies of public service. Each state seeks to find the most acceptable system of the organization and functioning of public service which in general answers scientific views this problem taking into account national traditions and the culture of the population.

In Germany functions of management of public service are subordinated to the Federal Ministry of Internal Affairs. The general questions are carried to functions of divisions of the Federal Ministry of Internal Affairs: bases of public service, national and international law in the sphere of public service; financial, tariff right and aRight providing, also question of management of modernization and organization of public administration (organization and modernization of

public administration, reduction of bureaucracy, deregulation, prevention of corruption, international cooperation.

The management system of Spain is organized by the principle of the so-called career or closed system which main characteristic feature is a set of personnel to public authorities (the announcement and administrative processes) to a separate position of basic level, within which perhaps career increase (processes of promotion) and salary increase. The law provides the minimum conditions of access to work in the system of administration, besides depending on the level of work the educational level (the master/expert, the diplomat, the Bachelor and so forth) is considered.

Such type of system of public service is very hierarchical and is based on the system of availability of career within official body according to the diploma about the level of educational preparation in the course of employment in administration. However, the management system of Spain which in many respects is based on the French system of public service was changed as a result of reforms 1997–1999 in connection with the termination of use of the elements borrowed from anglosaksky system. The main changes which were entered are such:

- essential changes in a control system of human resources. There of opportunities for carrying out more flexible personnel policy extended. Before a question of advance of public servants decided special bodies, and the personnel policy in general was regulated at the level of the legislation (administrative law). It is more than that, any action taken by the Chairman of division

could be appealed in a judicial proceeding. Thus, heads of divisions were deprived of a real leverage over subordinates [8, p. 350].

The new personnel management system provides that heads division of public service (for example, heads of departments, managements) can act as top managers private to the sector. From them the responsibility and restrictions defined administrative the right, however is relieved they bear personal responsibility for personnel policy. Introduction in public service of the principles of activity private gave to the sector the chance to enter new forms of the organization of work in public service, in particular: urgent contracts, training, interim labor agreements and so forth [8, p. 350].

- administrations are provided the right to make a transfer of employees and their reduction according to requirements of private law;

- input of innovative approach to classification of the state positions, in particular, such approach gives the chance to select office personnel and to appoint the certain worker to a concrete position according to skills of the employee. However, it is rather difficult to combine such system with the system of the power which appoints to some key responsible positions of the person without skills;

- opportunities for input of other types of the professional relations in administrative agencies which differ from classical career of the official, in particular introduction of positions of so-called temporary and permanent employees are created;

- change of system of compensation and taking into account when deter-

mining salary of level of responsibility and professional experience, abilities, skills.

All above-named lines are available in model of public administration of Spain today. It is possible to claim that the system of public administration of Spain should be considered as a peculiar model which combines lines of the closed anglosaksky and open French model of public administration.

The author analysed modern institutions in Latvia. It should be noted that since 1995 the Administration of public service is a responsible institution for formation of policy of public service. This establishment was liquidated at the end of 2008 as a result of reduction employees. Functions of Administration of public service were significantly reduced at the end of 2002, and the Administration functioned only as control body. Since 2003 responsibility for public service and personnel policy was put in public sector was divided into the State office and responsibility for salary policy between the State office and the Ministry of Finance.

Functions of the State office in management of public service:

- development of personnel policy in public sector, including public service;

- development of the legislation in the sphere of public service and a field of activity of workers state to the sector;

- development and deployment of system: classifications of positions, annual certification, training of public servants and workers at the central level;

- development of an order of passing of study;

- the adoption of classification of jobs at the central public institutions;

- adoption of the provision on the competition of public servants;

- coordination of divisions concerning management of human resources of the Ministries and other bodies of the central administration;

- providing consultation on employment and public service.

Function of management of human resources which are engaged in public sector is carried out by Department of coordination of policy of the State office which is responsible for the general state policy of administration. For this time exists the 12th public servants who work in this division, but they fulfill also other duties put on Department.

On Bureau of human resource management of the USA the put task of ensuring centralization and coordination of personnel work in the device of administrative public administration. Belongs to competence of Bureau: appointment of employees to positions and their promotions; estimation of their work; professional development; encouragement and punishment; development of recommendations concerning improvement of personnel work. Concerning Council for questions of protection of system of merits, it should be noted that ensuring implementation of laws on civil service regarding reception, releases and services according to the principles of “the system of merits” is referred to its powers. For this time nine basic principles of system of merits which are legislatively settled are formulated:

- recruitment of employees from all segments of society with selection

and advance on the basis of abilities, knowledge and abilities when ensuring performance of fair and open competitiveness;

- the fair and impartial relation in the course of human resource management implementation (not dependent on political thoughts, race, skin color, religion, national origin, a floor, marital status, age and disability), with the corresponding respect for confidentiality of private life and constitutional rights;

- equal payment for work of equal value taking into account both national, and the local level of payment of workers private to the sector with a combination of encouragement and recognition of perfect performance of work;

- high standards of honest behavior and concern on public interests;

- effective and effective use of federal labor;

- preservation of professional employees, studies of workers which inadequately work and releases of workers who cannot and do not wish to provide certain standards in work;

- improvement of work by effective study and preparation;

- protection of employees against unreasonable actions, personal favoritism or political coercion;

- protection of employees against punishments for lawful disclosure of information. Punishment cannot be applied to the employee who gave “alarm signal” [2, p. 142].

The organization of public service in Poland has the features. Management of the system of public service consists of the Head of Public service, General to the director of Office, Public service,

Department of public service (office of the Prime minister).

The head of Public service – the central body of government administration competent of questions of public service. The head of Public service directly subordinates to the Prime minister who appoints him and releases. The prime minister appoints the Head of public service from among public servants, having heard a position of Council of public service. The head of Public service performs the tasks behind assistance of the CEOs [6, p. 181].

Belong to fundamental obligations of the Head of Public service:

- ensuring compliance with the legislation on public service;

- management of management of personnel of public service;

- collection of data on personnel of public service;

- preparation of drafts of regulations which concern public service;

- control and supervision of use of resources;

- planning, organization and control of process of study of public servants;

- dissemination of information on public service;

- providing conditions for dissemination of information on vacancies;

- ensuring the international cooperation on questions which concern public service;

- creation and implementation of the project of strategy of management of human resources of public service;

- establishment of standards of management of human resources of public service and the basic principles concerning compliance with the law about public service and the ethical principles of public service.

The position of the CEO exists in office of the Prime minister, at office of the minister, at office of the Chairman of the Committee which is a part of Council of ministers, at office of the central body of government administration, in voivodeships. The CEO submits directly to the head of Office. The CEO carries out the actions provided in the labor legislation concerning persons who work at office and realizes policy of management of human resources. It provides functioning and heredity in work of office, a condition of its functioning and also the organization of work [6, p. 182].

Council of Public service consists of 15 members and is advisory body of the Prime minister. Council resolves such issues:

- questions of development of public service which are provided by the Prime minister, the Head of Public service or on own initiative;
- project of strategy of management of human resources of public service;
- the bill on the budget and annual implementation of the budget in the part concerning public service;
- a question of increase in expenses from the state budget for public service;
- drafts of regulations about an order of passing of public service;
- program of vocational training of public servants;
- professional ethics of the Case of Public service;
- offers concerning candidates for a position of the Head of Public service according to the requirements established by the current legislation;
- drafts of codes of norms and rules which regulate activity of the Commis-

sion on questions of discipline in public service;

- worlds of the Head of Public service.

The department of public service (office of the Prime minister) performs tasks which are within the competence of the Head of Public service.

The author offers to analyse in details the organization of public service in China, there the only criterion of the truth – “efficiency of your actions race for power and resources” [traditionally is recognized 5, p. 8].

The basic document in the civil service sphere in China are the “Provisional regulations for public servants” which are put into operation by the Resolution of the State Council of the People’s Republic of China № 125 of August 14 in 1993. In November of the same year the State Council published the Directive № 78 “About rules of input of system of government employees”. On the basis of acts of the government the relevant decisions were also made the Org.by Central Committee of the Code of Criminal Procedure (about introduction of system to the government employee in party bodies and devices NPKRK) and the Ministry of shots of the People’s Republic of China [3, p. 75].

The Ministry of shots of the People’s Republic of China is structural division of the State Council of the People’s Republic of China and is responsible for personnel policy and implementation of reform of personnel system in the country. The main functions of the Ministry are:

- implementation of the general management of professional and technical staff in the country;

– assistance to development of professional and technical staff, public servants and administrative personnel at the enterprises [5, p. 10].

The Ministry of Human Resources of the People's Republic of China is responsible for introduction of reform of system of personnel administration and development of human resources in the country. As the Ministry studying and development of curricula and programs of reform of personnel system in governmental and administrative bodies, public institutions and the state enterprises enters; development of policy, legislative base and norms of personnel administration, control of their implementation; forecasting, planning, development, study, distribution and management of human resources.

In the sphere of planning of human resources the Ministry of Human Resources of the People's Republic of China is responsible for development of national programs at the macrolevel of rather structural regulation and distribution of compensations for workers who work in governmental administrative bodies and public institutions; for preparation of plans of turnover of staff for governmental administrative bodies and public institutions; implementation of the general control of full payment of compensations to employees of public authorities and public institutions; implementation of statistical work and the analysis concerning staffing and compensation payments to employees of public authorities and public institutions [5, p. 11].

The Ministry of Human Resources of the People's Republic of China is responsible for management of professional and technical staff in the country. Planning

and training of highly qualified personnel is within the remit of the Ministry; selection and further advance of the most perspective experts of younger and middle age; definition among them such which will receive the specialized help of the government; improvement of quality of management in the system of the higher academic education; employment of shots which returned to the country after study abroad; retraining of professional personnel structure. The Ministry studies and develops the regulatory base concerning employment of persons from among professional personnel structure in the Chinese institutions abroad. The Ministry also handles an issue of improvement of system of retraining for professional personnel structure; improvement of system of examinations and estimates of qualification training of professional personnel structure, general coordination of system of qualification standards of different categories of professional personnel structure.

The Ministry of Human Resources of the People's Republic of China is body which is responsible for planning and the forecast of development of human resources, concentrating attention on more gifted shots. The Ministry the reforming of system of employment which is also involved in process graduate higher educational institutions and the translation of it to an accent on the market principles.

Conclusion. The carried-out analysis gives the grounds to note that in the foreign countries the personnel management system is characterized by such features:

– the personnel management system provides independence and com-

pliance of employees which main criterion is the quality of providing public services to citizens;

– there was a settled system of bodies which operate a personnel of public service;

– the foreign personnel management system is based the principles private to the sector that allows it to be flexible and to adapt quickly to changes in socio-political life of society;

– the personnel management system of public service is abroad subordinated or to the prime minister or the whole ministry which shows its importance in the system of public administration cares for problems of public service.

The prospects of further investigations in this direction the analysis and development of mechanisms of reforming of a personnel management system of Ukraine on the basis of foreign experience.

REFERENCES

1. *Kozyrina A. N. and Shtatina M. A.* (2003), *Administrativne pravo nravo zarubejnyh krain:ucheny* [Administrative law of foreign country: student], Spark, Moscow, Russia, p. 345.
2. *Vasilenko I. A.* (2000), *Administrativne gosudarstvennoe pravo v stranah Zapada: USA, Anglia, Franciya, Germaniya* [Administrative public administration in the countries of the West: USA, Great Britain, France, Germany], Logos, Moscow, Russia, p. 200.
3. *Oluyko V. M., Rizhikh V. M., Suray I. G.* and other (2008), *Derjavnakadrovapo litika:teoretiko-metodologichne zabez pechennya:monografiya*[State personnel policy: the theorist-methodological providing: monograph], NADU, the National academy of public administration in case of President of Ukraine, Kiev, Ukraine, p. 418.
4. *Esimova A.* (2007), *Modern technologies in the system of public service*, *Universitetskie naukovy zapuski: Chasopys Hmelnytskogo Institute upravlinnya ta prava* [University scientific notes: Khmelnytsky of the university of management and right], HUMP, Khmelnytsky, Ukraine, № 3 (23), p. 87–103.
5. *Lelikov G. I. and Oluyko V. M.* (2003), *Politiko-pravovi zasady kadrovoy roboty v Kitayskiiy Narodniy Respublici*, [Political-legal principles of personnel work in People's Republic of China], Khmelnytsky institute of regional government and right, Khmelnytsky, Ukraine, № 1 (6), p. 7–11.
6. *Ninyuk I.* (2002), *Sclych do posady profesiynogo uryadovca (opyt Respubliki Poicha)* [Way to a position of the professional government official (experience of the Republic Poland)], *Current problems of public administration: collection of scientific works*, Odessa, Ukraine, vol. 10, p. 172–183.
7. *Oluyko V., Saenko V.* (2004), *Zarubejnyy dosvidorganizatii derjavnoy slujby* [Foreign experience of the organization of public service, Messenger of public service of Ukraine, Kyiv, Ukraine, vol. 3, p. 34–39.
8. *Pronkin S. V. and Petrunina O. E.* (2001), *Gosudarstvennoe upravleniya zarubejnyh stran: uchebnoe posobie* [Public administration of foreign countries: Tutorial], Aspect Press, Moscow, Russia, p. 416.
9. *Kirmach A. V., Tymoschuk V. K., Figel M. V.* and other (2007), *Publiczna slujba. Zarubejny dosvid ta propositcii dly Ukrainy* [Public service. Foreign experience and offers for Ukraine], Center of political and legal reforms, Konus-Yu, Kyiv, Ukraine, p. 735.

10. *Turchynov A. I.* (2002), *Upravleniya personalom. Uchebnik* [Human resource management. Textbook], RAGS, Moscow, Russia, p. 488.

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

1. *Административное право зарубежных стран: учебник/ под ред. А. Н. Козырина, М. А. Штагиной.* — М.: Спарк, 2003. — 345 с.
2. *Василенко И. А.* Административно-государственное управление в странах Запада: США, Великобритания, Франция, Германия / И. А. Василенко. — М.: Логос, 2000. — 200 с.
3. *Державна кадрова політика: теоретико-методологічне забезпечення: монографія / В. М. Олуйко, В. М. Рижих, І. Г. Сурай та ін.; за заг. ред. В. М. Олуйка; Нац. акад. держ. упр. при Президентіві України.* — К.: НАДУ, 2008. — 418 с.
4. *Есимова А.* Современные технологии в системе государственной службы / А. Есимова // *Університетські наукові записки: Часопис Хмельницьк. ун-ту управління та права.* — 2007. — № 3 (23). — С. 87–103.

5. *Леліков Г. І.* Політико-правові засади кадрової роботи в Китайській Народній Республіці / Г. І. Леліков, В. М. Олуйко // *Вісн. Хмельницьк. ін-ту регіон. упр. та права.* — 2003. — № 1 (6). — С. 7–11.
6. *Нинюк І.* Шлях до посади професійного урядовця (досвід Репліки Польща) / І. Нинюк // *Актуальні проблеми держ. управління: зб. наук. праць.* — О., 2002. — Вип. 10. — С. 172–183.
7. *Олуйко В.* Зарубіжний досвід організації державної служби / В. Олуйко, В. Саєнко // *Вісн. держ. служби України.* — 2004. — № 3. — С. 34–39.
8. *Пронкин С. В.* Государственное управление зарубежных стран: учеб. пособие / С. В. Пронкин, О. Е. Петрунина. — М.: Аспект Пресс, 2001. — 416 с.
9. *Публічна служба. Зарубіжний досвід та пропозиції для України / А. В. Кірмач, В. К. Тимощук, М. В. Фігель та ін.; за заг. ред. В. П. Тимощука, А. М. Школика; Центр політико-правових реформ.* — К.: Конус-Ю, 2007. — 735 с.
10. *Управление персоналом: учебник / общ. ред. А. И. Турчинов.* — М.: Изд-во РАГС, 2002. — 488 с.



UDC: 35:002.8

Rodchenko Igor Yurievich,

post-graduate student, Interregional Academy of Personnel Management, 02000, Kyiv, Str. Frometivska, 2, tel.: (093) 871 00 48, e-mail: info@erosi.org

ORCID: 0000-0003-1240-761X

Родченко Ігор Юрійович,

аспірант, Міжрегіональна Академія управління персоналом, 02000, м. Київ, вул. Фрометівська, 2, тел.: (093) 871 00 48, e-mail: info@erosi.org

ORCID: 0000-0003-1240-761X

Родченко Игорь Юрьевич,

аспирант, Межрегиональная Академия управления персоналом, 02000, г. Киев, ул. Фрометовская, 2, тел.: (093) 871 00 48, e-mail: info@erosi.org

ORCID: 0000-0003-1240-761X

TOOLS AND APPROACHES TO MODEL-IMPROVING MECHANISMS FOR SELF-ORDERING IN PUBLIC ADMINISTRATION IN UKRAINE

Abstract. The article contains a number of tools and models, approaches to improving the mechanisms of self-ordering in the system of governance in modern Ukraine. In particular, given expert assessment of the basic mechanisms importance of separation in powers between branches and levels of government and administrative reform in the public administration modern system in Ukraine. The analysis needs of institutional and major functional mechanisms in self-ordering of the public administration modern system in Ukraine, priority areas such self-ordering in the medium term. Formed a number of models, approaches, including the administrative reform in public administration, to the prediction of the reform of the system and the institutional structure of public administration reform in Ukraine. The purposes of the next stage of administrative reform and the criteria for their achievement. Formulated objectives in the fields of public administration reform.

Keywords: improvement, governance, tools, mechanisms, models, approaches, reform, development, self-ordering system, Ukraine.

ЗАСОБИ ТА МОДЕЛІ-ПІДХОДИ ДО ВДОСКОНАЛЕННЯ МЕХАНІЗМІВ САМОВПОРЯДКУВАННЯ В СИСТЕМІ ДЕРЖАВНОГО УПРАВЛІННЯ УКРАЇНИ

Анотація. У статті наведено низку засобів та моделей-підходів до вдосконалення механізмів самовпорядкування в системі державного управління сучасної України. Зокрема наведено експертні оцінки важливості основних механізмів розмежування повноважень між гілками і рівнями влади та адміністративного реформування в сучасній системі державного управління України. Проаналізовано потреби в розвитку інституційних та основних функціональних механізмів самовпорядкування сучасної системи державного управління України, визначено пріоритетні напрями такого самовпорядкування у середньостроковій перспективі. Сформовано низку моделей-підходів, зокрема до адміністративного реформування системи державного управління, до прогнозування результатів реформування цієї системи та до інституційної структури реформування системи державного управління України. Визначено цілі наступного етапу адміністративного реформування та критерії їх досягнення. Сформульовано завдання за напрямками реформи системи державного управління.

Ключові слова: вдосконалення, державне управління, засоби, механізми, моделі-підходи, реформування, розвиток, самовпорядкування, система, Україна.

СРЕДСТВА И МОДЕЛИ-ПОДХОДЫ К СОВЕРШЕНСТВОВАНИЮ МЕХАНИЗМОВ САМОУПОРЯДОЧЕНИЯ В СИСТЕМЕ ГОСУДАРСТВЕННОГО УПРАВЛЕНИЯ УКРАИНЫ

Аннотация. В статье приведен ряд средств и моделей-подходов к совершенствованию механизмов самоупорядочения в системе государственного управления современной Украины. В частности, приведены экспертные оценки важности основных механизмов разграничения полномочий между ветвями и уровнями власти и административного реформирования в современной системе государственного управления Украины. Проанализированы потребности в развитии институциональных и основных функциональных механизмов самоупорядочения современной системы государственного управления Украины, определены приоритетные направления такого самоупорядочения в среднесрочной перспективе. Сформирован ряд моделей-подходов, в частности к административному реформированию системы государственного управления, к прогнозированию результатов реформирования этой системы и к институциональной структуре реформирования системы государственного управления Украины. Определены цели следующего этапа административного реформирования и критерии их достижения. Сформулированы задачи по направлениям реформы системы государственного управления.

Ключевые слова: совершенствование, государственное управление, средства, механизмы, модели-подходы, реформирование, развитие, самоупорядочение, система, Украина.

Target setting. In the domestic branch of science “Public Administration”, in recent times, attention has been focused on the synergistic approach, in particular to the study of self-organization and self-regulation processes. In this context, in our opinion, attention should be paid to the consideration and analysis of tools and models of approaches to improving self-ordering mechanisms in public administration system in modern Ukraine.

Analysis of recent publications on issues. Various aspects and assessments of the reasons influencing the processes of self-regulation in the system of public administration, as well as tools and models-approaches to their improvement are highlighted in a number of works as foreign (D. Bell, F. Gaek, M. Castells, D. Neysbit, D. Tapscott, E. Toffler, F. Fukuyama, etc.) and domestic (V. Averyanov, V. Bakumenko, O. Valevsky, V. Golub, Y. Kannish, V. Knyazev, P. Nadolishniy, C. Seryogin, V. Tertychka, O. Chervyakova, I. Cherenyayak, etc.), scientists.

The purpose of the article. The purpose of this article is to consider and analyze tools and models of approaches to improving self-ordering mechanisms in the system of public administration in modern Ukraine.

The statement of basic materials. The article contains a number of tools and models, approaches to improving the mechanisms of self-ordering in modern public administration system in Ukraine context of the assessment of the importance of national experts. The latter included civil servants who were trained at the National Academy of Public Administration under the President of Ukraine.

Each state body, as a rule, implements not one, but a set, or system, functions, that is, it exercises several types of controlling influence. Each of these species is relatively independent, specific, but all of them are interrelated and only in a coherent set ensure the execution of tasks. Therefore, for the system of public administration it is expedient to use all available types of interaction coordination.

At the present stage in the public administration system in Ukraine it is necessary to focus on the introduction of more flexible coordination mechanisms related to the standardization of norms, processes and results. This will involve mechanisms for more effective separation of powers between branches and levels of government. This opinion is supported by high enough experts' opinions on the importance of the main mechanisms for delimiting powers between branches and levels of government and administrative reform in the modern system of public administration in Ukraine. The scores were distributed in the range of 4.2–4.65 on a scale of 5 “very important” to 0 “not at all important” in all positions of the survey on the issue (see Table 1).

According to experts, among the main mechanisms of administrative reform in the modern system of public administration in Ukraine, the provision of real independence (functional and financial) of the judiciary (4.65 points) is a key factor. In the system of government the Court (mostly administrative) is the mechanism actually able to influence the processes of self-ordering system.

Currently, state and municipal authorities are receiving a huge number of

Evaluation of the importance of the basic mechanisms in powers separation between branches and levels of government and administrative reform in public administration modern system in Ukraine

Mechanisms	Valuation
ensuring real independence (functional and financial) of the judicial branch of power	4,65
avoid duplication of functions of executive	4,35
a clear definition of the responsibilities and authorities of the relevant officials	4,35
avoid duplication of functions of executive and local authorities	4,2
a separation of political and administrative positions	4,2

illegal decisions, there are unlawful actions. Many of these illegal decisions are subsequently successfully challenged in administrative courts. However, an official who has made such a decision is almost never responsible. Under such conditions, it will never be possible to successfully fight corruption, nor to discipline the executive branch. The authorities will never fear a court that can not punish her for unlawful acts. In this regard, it seems advisable to establish indefinite general administrative responsibility of officials for making illegal decisions, committing unlawful actions or illegally inactivity with appropriate punishment in the form of large fines and/or disqualification.

It deserves attention to the expert assessment of such mechanisms of self-ordering in the public administration system, as: avoid duplication of functions of executive (4,35 points); avoid duplication of functions of executive and local authorities (4,2 points); the distinction between political and administrative positions (4,2 points). In our opinion, in general, they can be reduced to a mechanism such as a clear definition of the responsibilities and au-

thorities of the relevant officials, their structural units and individual officials (4,35 points).

It is necessary to consolidate the powers of various public administration bodies so that the combinations of such powers in different central executive bodies (ministries, others) are coordinated. For this purpose, it is necessary to use the various forms of consolidation of powers and their regulation correctly.

The results of expert evaluation of the needs for the development of the main functional mechanisms of self-ordering in the modern public administration system in Ukraine are summarized in Table. 2. It is possible to clearly identify three groups of such mechanisms, namely: resource allocation (average score of 4,43 points); planning (average score 4,2); scientific and analytical support (average score 4,15 points).

The specificity of the implementation of the distribution function in the model of the budget "centralism" in the Ukrainian state is that the reform of the intergovernmental fiscal relations system takes place in difficult conditions, when the mechanisms of market

Table 2

**The need to develop the main functional mechanisms of self-ordering
in the modern public administration system in Ukraine**

Mechanisms	Valuation
<i>resource allocation:</i>	4,43
An justification of expenses of state financial reserves	4,65
ensuring the balance of revenue and expenditure parts of the state budget	4,6
ensuring the justification of state budget financing	4,45
the use of clear budget execution and accountability for public expenditure	4,4
increasing the efficiency and effectiveness of public financial control	4,35
an avoidance of differences in necessary expenses for implementation of policies with possibilities of budget financing	4,1
search "golden mean" in the balance of state and territorial parts of budget expenditures	4,05
<i>planning:</i>	4,25
the formation and implementation of national projects	4,45
the formation and implementation of targeted programs and projects at the regional and local levels	4,2
the formation and implementation of state target programs	4,05
<i>scientific and analytical support:</i>	4,15
the scientific support of state strategic management and planning	4,4
the policy tasks regular updating (review, refinement, correction)	4,1
the analytical support for the processes of formation and implementation of state policies	4,0

self-regulation, inherent in the market economy of democratic states, are not yet fully operational.

At the same time, as the world experience shows, during the crisis periods there is a tendency to centralize economic and political power, at least to overcome the general crisis. But for such a centralization, there are a number of limitations. These are issues related to the acquisition, possession and distribution of information and information flows necessary for the adoption of optimal social, economic and political decisions.

It should then be noted an interesting fact that revealed the results of

an expert survey on the application of institutional mechanisms for the self-ordering in the modern public administration system in Ukraine. The initial hypothesis of the study was based on the assumption that the most effective self-ordering mechanisms are precisely in the field of institutional reform in the system. However, in general, the low rating by experts requires the development of institutional mechanisms of self-ordering in the modern public administration system in Ukraine (average score of 3,4 points, in the range from 3,0 to 4,0 on a scale of 5 "very necessary" to 0 "not at all need") somewhere refutes this hypothesis (see Table 3).

Requirements for the development of institutional mechanisms of self-ordering in the modern public administration system in Ukraine

Mechanisms	Valuation
the powers division between the branches of public authority	4,0
the administrative reform of the central executive bodies structure	3,5
the public spheres separation of public administration between central executive authorities	3,45
the administrative reform of the government structure	3,4
the administrative reform of the power hierarchy structure	3,35
the territorial determination spheres of public administration between local administration bodies	3,3
the administrative-territorial reform	3,2
The formation and implementation of the power hierarchy structure	3,0

The most relevant institutional mechanism of self-ordering in the modern public administration system, as discussed above, experts consider the powers division between the branches of public authority (4 points).

The change in the structure of the public administration system, as well as the structure of the apparatus of certain public administration bodies, if not supported by their functional modernization, is not effective. Unfortunately, the system of domestic public administration has long been involved in an expensive and ineffective process of institutional changes. The central executive authorities “united” and “unbundled”, changed their names, but all this happened almost without changing the functional mechanisms of their activities, most likely at the demand of the political situation, than the objective state of affairs.

In our opinion, the feature of the post-Soviet states, including Ukraine, is that they should not only reform, but also create new administrative systems

in something. This feature is not always taken into account in practice, which leads to “patch holes” without system changes and increase the efficiency of the system as a whole.

Taking into account the above assessment, the following can be noted:

- the option of preserving the existing system in public administration, which undergoes some local changes (at the level of individual institutes and positions), is rather insufficiently implemented in Ukraine so far, but they are aimed, rather, at leveling out the most obvious shortcomings in the work of the system, than on its restructuring;

- at the same time, as a recommendation for a possible reform of the system in the immediate time and political perspective, the option of modernization, which involves redistribution and reorientation of budget expenditures in the system in public administration, as well as its substantive reorganization with the creation of new institutions and changes in the principles of work, is seen as optimal;

• the options for a more radical restructuring of the public administration system (marketing and reducing the role of the state) are less acceptable to Ukraine because it requires radical changes in the entire political system and its economic bases. At the same time, there is some hope for a change in the nature of the political regime and its official setting for Western-type re-

forms that are characteristic of the new European Union countries.

At the same time, we have sufficiently reliable theoretical and methodological grounds to propose the following directions of self-ordering (through the reformation) in the modern public administration system in Ukraine in the medium term (Table 4).

Table 4

Priority directions of self-ordering

The direction of self-ordering	The direction contents
1	2
Improvement of the legislative and regulatory framework	Examination of the normative and legal basis of the civil service; development of regulatory and legal acts necessary for the implementation of new approaches to the organization of civil service
Introduction of new approaches to the organization of civil service (personnel policy)	Implementation of official regulations and service contracts; creation and use of professional development system; development of indicators system and criteria for assessing the performance of civil servants; development of mechanisms for identifying and resolving conflicts of interest in the civil service; determination of duties, powers and responsibility measures
Improvement of training, retraining and advanced training of civil servants	Creating an effective recruitment mechanism; increasing the prestige of the civil service; systems of non-interrupted vocational education of civil servants, personnel provision planned rotation; a personnel reserve formation on a competitive basis; an objective evaluation of the performance of an attestation or qualification exam; standards improvement and training programs on the basis of open competitive selection of these programs
Material and technical conditions creation	Analysis of the existing material and technical base in the civil service; the standards development for civil servants' offices and standards for their placement, as well as standards of logistics in the civil service; preparation of proposals preparation for the construction, reconstruction and technical equipment of buildings and premises in the central apparatus of state bodies
Reform of the civil service management system	Ensuring the unity of the civil service, the state bodies interaction with civil society structures, coordination of activities in state bodies on admission to the civil service, passing and termination of civil service, as well as professional development in civil servants
Optimization of the state power structure and functions	Conduct functional reviews to identify redundant and duplicate functions, a system of outsourcing system, increase the efficiency of procurement for state needs, combat corruption; approbation of new methods in planning the activities of state bodies (higher and central level)

1	2
Management by results	Implementation of the planning and project management system according to the activity goals and tasks. Application of methods in program-target financing of the civil service, oriented on activity results; the use of the balance-sheet method of resources inventory and modern forms of the efficiency evaluation in budget expenditures
Standardization and regulation	Implementation of public service standards; orientation of executive bodies on the interests of users; the administrative regulations development and implementation; the standards for budget services development
Increasing openness and accountability in state authorities	Increasing the openness of the civil service management system for citizens and civil society; increasing the transparency of the budget process; transparency in the public procurement system

In order to formalize the tasks of administrative reform, in our opinion, it is expedient to use a number of models-approaches. The model approach, as already mentioned earlier, is a schematic representation of the approach with a particular model. The model approach is fundamentally different from the algorithm that in it is important to simplify means of circuit engineering perception of the general way of solving a problem.

The algorithm, as is known, implies a certain logical sequence of operations and represents a set of systematic rules for the execution of the process, which necessarily leads to the solution of a certain class of tasks after a finite number of operations [1].

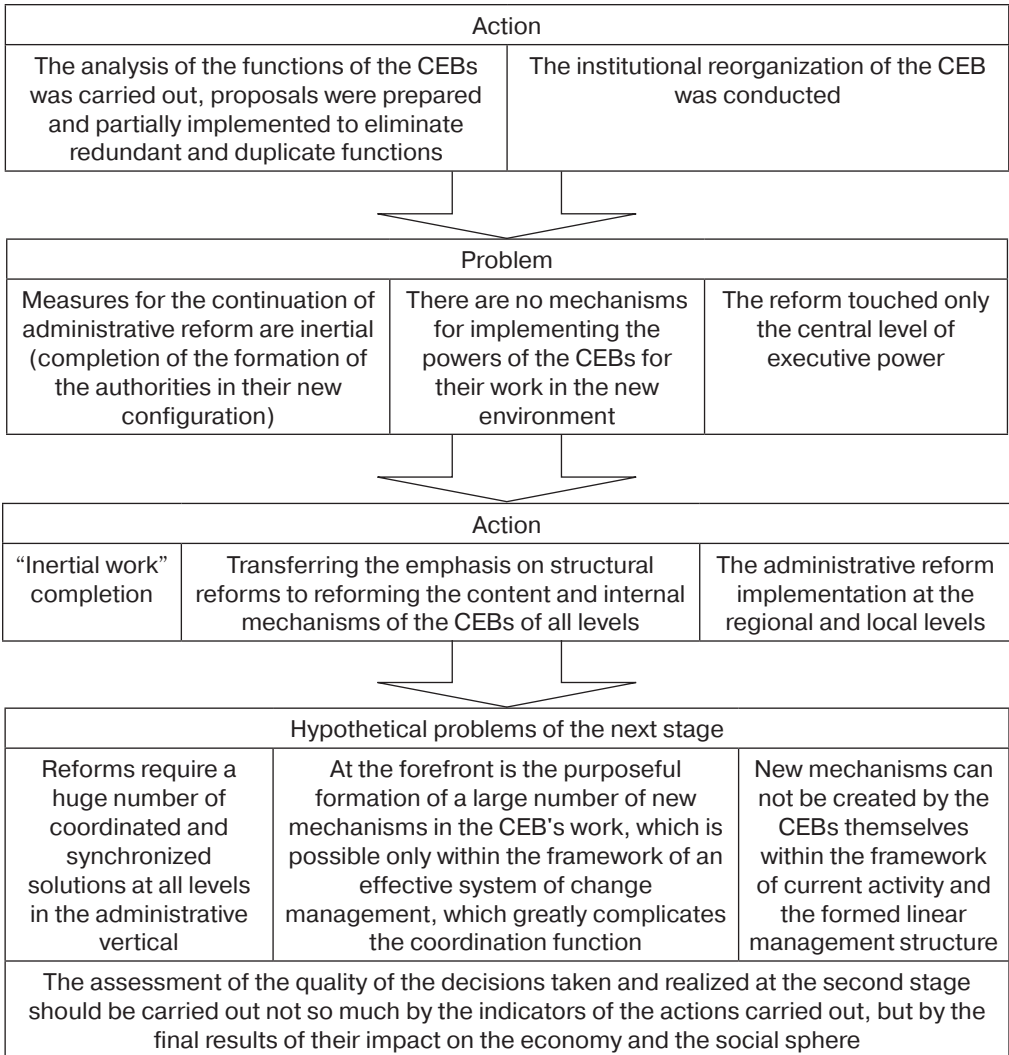
The model approach to the administrative reform of the public administration system is presented in Figure, where the Central Election Commission is the central executive authority.

An indispensable element of developing the reform program is the definition of the next stage reform goals and the criteria for their achievement (see Table 5).

Each of the reform directions in the public administration system in Ukraine involves solving a number of key tasks (see Table 6).

In our opinion, the key role in the approach to the institutional structure of reforming the system in public administration in Ukraine should be the President of Ukraine, which, in accordance with its constitutional powers and the current legislation, carries out the goal setting of administrative reform and bears political responsibility for its results. The role of an advisory body under the President of Ukraine in this case is appropriate to put on the Council of the Regions or similar organization (state or public) in its essence.

A special government body should play a leading role in ensuring organizational arrangements, coordination, scientific and analytical support and monitoring of the results of the reform. We will call it the National Center for Assistance to Administrative and Administrative-Territorial Reform, which should be created under the Cabinet of Ministers of Ukraine on the basis of the design structure. Interaction with



Model-Approach to Administrative Reform in the Public Administration System

local government bodies and local self-government bodies is carried out by the Center's offices, also executed in the form of project structures.

In conclusion, it should be noted that administrative reform is a permanent process. Thus, the task of self-ordering in public administration is that its reform should go leading position rapidly. The system must not only respond to the challenges of time, but also anticipate future needs, be prepared

not only to respond quickly to socio-economic changes, but also to program them.

Therefore, the prospect of further research in the context of the identified task, in our opinion, is:

- development and substantiation of effective mechanisms of prediction, forecasting, programming and assessment of the public administration system capacity to efficient self-ordering;

Table 5

The next stage of administrative reform objectives and the criteria for their achievement

Objectives	Criteria
Increasing the executive bodies ability of state power and local self-government to provide concrete results	The achievement level of the main indicators of executive bodies activity in state power and local self-government. Approximation of quality indicators in public administration to the developed countries level
Improving the quality and availability of state and municipal services	Compliance with the standards of state and municipal services
Reducing costs from inefficient procurement for government and municipal needs	Increasing the measured level of procurement efficiency for state and municipal needs
Reduction of excessive state interference in the economy	Reduced business costs associated with excessive government regulation
Reducing the level of corruption	Reducing corruption in the economy
Increasing public trust in the state	Increasing public support for public policy

Table 6

Tasks in the reform areas in the public administration system

Directions	Task
Management by results	implementation of the results management mechanisms; implementation of budgeting mechanisms by results
Standardization and regulation	implementation of state standards and municipal services; implementation of administrative regulations
Optimization of functions	optimization of functions of executive authorities; elimination of ineffective state interference in the economy; the reform of the supervisory authorities
Resource support optimization	resource management optimization in public administration; development in the system of outsourcing administrative and managerial processes; improving the quality in the public procurement system
Reform of local executive bodies and local self-government bodies	local self-government reform; reforming territorial bodies in central executive authorities
Ensuring administrative reform	staffing potential of reform development; promoting the dissemination of best practices for informing the public
Increasing the effectiveness of interaction between the state and society	ensuring transparency and efficiency of executive authorities interaction with civil society structures; creation and implementation of effective anti-corruption mechanisms; creation of mechanisms for pre-trial appeal; creating a system for monitoring the results of activities and assessing the course of reform

– Further improvement of approaches, principles, methods and models of state personnel policy on the basis of taking into account processes and aspects of self-ordering in public administration system.

Conclusions. The article presents a number of tools and models of approaches to improving self-ordering mechanisms in the system of public administration in modern Ukraine. The expert assessments of the main mechanisms importance in separation of powers between branches and levels of power and administrative reform in the public administration modern system in Ukraine are presented. The needs for the development of institutional and main functional mechanisms of self-ordering of the public administration modern system in Ukraine are analyzed, priority directions of such self-ordering in the medium-term perspective are identified. A number of model approaches have been formed, in particular, to the administrative reform

in the public administration system, to predict the results of reforming this system and to the institutional structure of the reform in the public administration system in Ukraine. The goals of the next stage of administrative reform and the criteria for their achievement are determined. The task of reforming the system of public administration is formulated.

REFERENCES

1. *Wikipedia*, the free encyclopedia. “Algorithm: definition of the term”, available at: <http://uk.wikipedia.org/wiki/Algorithm> (Accessed 14 June 2017).

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

1. *Алгоритм* : визначення терміну. Матеріал з Вікіпедії — вільної енциклопедії [Електронний ресурс]. — Режим доступу : <http://uk.wikipedia.org/wiki/Алгоритм>

UDC: 351

Romanenko Yevhen Oleksandrovych,

Doctor of Science in Public Administration, Professor, Honored Lawyer of Ukraine, President of the Ukrainian Assembly of Doctors of Science in public administration, Head of the Department of Public Administration, Inter-regional Academy of Personnel Management, 03039, Kyiv, Str. Frometivska, 2, tel.: (044) 490 95 00, e-mail: poboss1978@gmail.com

ORCID: 0000-0003-2285-0543

Романенко Євген Олександрович,

доктор наук з державного управління, професор, Заслужений юрист України, Президент Всеукраїнської асамблеї докторів наук з державного управління, завідувач кафедри публічного адміністрування, Міжрегіональна Академія управління персоналом, 03039, м. Київ, вул. Фрометівська, 2, тел.: (044) 490 95 00, e-mail: poboss1978@gmail.com

ORCID: 0000-0003-2285-0543

Romanenko Evgeniy Aleksandrovich,

доктор наук по государственному управлению, доцент, Заслуженный юрист Украины, Президент Всеукраинской ассамблеи докторов наук по государственному управлению, заведующий кафедрой публичного администрирования, Межрегиональная Академия управления персоналом, 03039, г. Киев, ул. Фрометовская, 2, тел.: (044) 490 95 00, e-mail: poboss1978@gmail.com

ORCID: 0000-0003-2285-0543

Shchokin Rostislav Georgiyevich,

PhD in Law, Associate Professor, Excellent of the Education, Master of Sports, Honored Worker of Physical Culture and Sports of Ukraine, Deputy Chairman of the Supervisory Board, Interregional Academy of Personnel Management, 03039, Kyiv, Str. Frometivska 2, tel.: (044) 490 95 00, e-mail: iapm@iapm.edu.ua

Щокін Ростислав Георгійович,

кандидат юридичних наук, доцент, відмінник освіти, майстер спорту, Заслужений працівник фізичної культури і спорту України, заступник Голови Наглядової ради,



Міжрегіональна Академія управління персоналом, 03039, м. Київ, вул. Фрометівська, 2, тел.: (044) 490 95 00, e-mail: iapm@iapm.edu.ua

Щёкин Ростислав Георгиевич,

кандидат юридических наук, доцент, отличник образования, мастер спорта, Заслуженный работник физической культуры и спорта Украины, заместитель Председателя Наблюдательного совета, Межрегиональная Академия управления персоналом, 03039, г. Киев, ул. Фрометовская, 2, тел.: (044) 490 95 00, e-mail: iapm@iapm.edu.ua

MAIN STAGES OF PRIVATIZATION IN UKRAINE

Abstract. The paper analyzes the positive and negative elements of the privatization stages in Ukraine. The social, economic and political consequences of privatization are analyzed. The decision of the 26th sitting of the National Council on privatization reforms and new stories in the draft law “On privatization of state property” are shown.

Keywords: privatization, denationalization, socio-political peculiarities of the country, economy of Ukraine, state enterprises.

ОСНОВНІ ЕТАПИ ПРИВАТИЗАЦІЇ В УКРАЇНІ

Анотація. У статті проаналізовано позитивні та негативні елементи етапів приватизації в Україні, визначені її соціальні, економічні та політичні наслідки. Наведено рішення 26 засідання Національної Ради реформ з приватизації та нововведення у проекті закону “Про приватизацію державного майна”.

Ключові слова: приватизація, роздержавлення, соціально-політичні особливості країни, економіка України, державні підприємства.

ОСНОВНЫЕ ЭТАПЫ ПРИВАТИЗАЦИИ В УКРАИНЕ

Аннотация. В статье проанализированы положительные и отрицательные элементы этапов приватизации в Украине, определены социальные, экономические и политические ее последствия. Показаны решение 26 заседания Национального Совета реформ по приватизации и нововведения в проекте закона “О приватизации государственного имущества”.

Ключевые слова: приватизация, разгосударствление, социально-политические особенности страны, экономика Украины, государственные предприятия.

Target setting. Privatization of state property in Ukraine was carried out under the influence of, on the one hand, the gained international experi-

ence of privatization, and on the other hand – social and economic and political features of the country. Prior to the market transformation the economy of Ukraine was characterized by such features as total nationalization and total monopolization, absence of the spare capitals which could be used for privatization, underdevelopment of major infrastructure, and non-market structure. Contrary to the developed Western countries where the market relations were established almost for centuries, in Ukraine and other states of the former USSR, this very difficult process took place almost “instantaneous”. In 1–2 years on a Post-Soviet basis cardinally new principles of economic activity were accepted. Of course, this fast, inadequate and inharmonious process could not but cause collisions and errors in the course of construction and further functioning of new structures and principles of market economy [1].

Analysis of the last researches and publications. Within science of public administration, problems of privatization were reflected in works of such scientists as: Yu. Aldanova, D. Bogynya, D. Volynsky, V. Lartsev, S. Lyedomaska, V. Pavlov, L. Peshenkova, A. Rybchuk, etc. However, most of them analyze privatization process, in general, or focus attention on features of carrying out small privatization.

The purpose of the article is to analyse the privatization process in Ukraine, to clarify its positive and negative consequences for functioning of public administration system in general.

The statement of basic materials. The first stage of privatization began in Ukraine during the Soviet period, in

the second half of the 1980s during so-called reorganization and received the name of spontaneous or shadow privatization. Then several laws have been adopted which allowed private business. The administration of the state enterprises benefited from this for transfer of public finances to private. Also privatization of system banks took place by their converting to commercial [2].

Official privatization of property of the state enterprises in Ukraine began since 1992. Essential extension of privatization scales was promoted by the laws “About Property” and “About the Enterprises in Ukraine”. At this stage certificate model of privatization was accepted and the basic laws regulating privatization were developed – “About privatization of property of the state enterprises”, “About privatization of the small state enterprises (small privatization)”, “About privatization papers”, “About rent of property of the state organizations” and the State program of property privatization of the state enterprises for 1992, that led to the second stage of privatization – collective and rent.

For simplification of process of objects preparation for privatization and rational and effective application of privatization methods their classification was introduced. For the first time it was applied in the State program of privatization for 1992. The book value of fixed assets of the enterprises of privatization was classification criterion. In the modern conditions the following groups are identified:

A – objects, cost of fixed assets of which does not exceed 1 million UAH; objects which are created on the basis

of the state property as a result of implementation of the state enterprises restructuring;

B – objects, cost of fixed assets of which is from 1 million UAH to 170 million UAH (except objects of group “C”);

C – objects, cost of fixed assets of which exceeds 170 million UAH and also the enterprises which hold a monopoly position in the nation-wide market and recognized such in accordance with the established procedure;

D – objects of incompleting construction, including the preserved objects, property of the liquidated enterprises and bankrupts;

E – shares (units, interests.), belonging to the state in property of economic societies;

F – educational, health care, culture, art and sport, television and broadcasting, publishing, facilities, health resort institutions.

Mechanism for the privatization included also assessment of the objects privatization. Determination of the initial price of an object privatization or the size of an authorized capital of the economic society created on the basis of the state enterprise is carried out through expert assessment which technique is defined by the resolution of the Cabinet of Ukraine as of January 18, 1995. On its basis the Provision on an order of peer reviews of the state property when privatizing approved by the order of State Property Fund of Ukraine as of February 2, 1995, is drafted.

During 1992–1994 9082 objects of small privatization, 2650 large and medium-sized enterprises and the 122 objects of incomplete construction changed the state form of ownership.

But for various reasons scheduled tasks in the sphere of privatization, first of all its mass character, were not achieved. Privatization was spontaneously carried out, by noncompetitive methods and also was restrained by organizational complexity of use of privatization property certificates. Therefore at the end of 1994 and at the beginning of 1995 a number of presidential Decrees have been adopted, which launched the third stage entitled a stage of the certificate privatization and lasted until 1999 [2].

The concept of privatization provided a part of the state property, subject to privatization, to transfer into ownership of citizens of Ukraine free of charge, in equal shares, and to privatize other part for money. For privatization support the legislation set specific means of payment – privatization papers. The law of Ukraine “About privatization papers” accepted in 1992 entered two types of such papers – privatization property certificates which were used in case of privatization of State-owned enterprises, housing checks by means of which gratuitous privatization of the public housing was carried out. The right to privatization papers was acquired by each citizen of Ukraine, their par value was identical to all citizens.

Privatization papers were specific means of payment which could be used only in the privatization process. The owner of such paper, participating in privatization of state property, had the right to pay the part of this property price by its privatization paper according to its nominal. As citizens of Ukraine received such papers free of charge, and paid the privatized property by them, thus they received a share of

the state property free of charge. People were allowed to privatize premises in which objects of small privatization are located, bureaucratic exclusive associations of small enterprises in the sphere of trade, public catering and consumer services are liquidated, the cash form of privatization property certificates was introduced. It accelerated the pace of small privatization. Number of ITS objects was nearly 45 thousand that promoted implementation of market mechanisms in the specified branches. Since 1995 privatization of large and medium-sized enterprises was accelerated. The cash form of privatization certificates, which at this stage were received by nearly 46 million citizens of Ukraine, was introduced into circulation. The network of certification auctions, at which about 38 million privatization certificates were used, was at the same time created.

Finding of irreversible character of privatization was the main total of its third stage. During 1992–1999 the state form of ownership was changed by nearly 21 thousand enterprises. As a result for the beginning of the 21st century the privatized enterprises were 2,7 times more, than state. Due to corporatisation the essential corporate sector of economy was created, and the number of shareholders amounted to 35 million. At the same time primary security market started to develop.

However as well as at the previous stages, certified privatization was carried out spontaneously, separately from other components of market reform of the economy, first of all, by structure of its reorganization. Also the expected activation of investment activities did not take place as it was supposed

when reasoned of it. The main goal of privatization — creation of conditions for increase in production efficiency, is not realized. The reason is that in the course of the certificate privatization the formal privatization took place. The overwhelming majority of new owners, who became them because of privatization certificates use, were formal, did not actively influence on control of the privatized objects which, as well as before, was exercised by the administration, formed in command system and was not able to provide effective management because had no skills of market control and the sufficient capitals. Also the layer of new owners, who used the acquired objects for resale for the purpose of receiving speculative income, was created.

However the certificate privatization in and of itself, and especially on methods of its implementation, became the next element in a circuit of gross violations of constitutional rights of the person. It is worth noting, above all, that hundreds of thousands of citizens of Ukraine haven't been able to exercise their right to privatization securities for objective reasons, and therefore could not transfer this right to their successors. Besides, about three million citizens who received privatization property certificates did not use them. Actually these citizens of Ukraine were restricted in time by their constitutional right on a share of the state property.

Transition of the state enterprises to non-state did not lead to improving of their economic status. Methods of privatization and its legislative regulatory base were not oriented on rise of a real sector of economy. The efficiency

of the privatized enterprises was low as they did not pass the appropriate preparatory period, there was only the formal change of the owner. The principle of social justice have not been able to exercise in the course of redistribution of state ownership. Real advantage from it was received by a small segments of society. It increased discontent with privatization of the main part of the population. It created favorable conditions for abuses in the privatization process, generated corruption of the officials involved in its making, did not provide effective protection of interests of most of the population of Ukraine.

The revealed contradictions and shortcomings caused transition to a new stage of privatization which began with acceptance of the State program of privatization for 2000–2002 and received the name of a monetary privatization stage. It was also caused by the fact that at the beginning of the 21st century in Ukraine the sufficient database of intellectual, organizational and legal fundamentals of market economy was created. Therefore privatization cannot already be considered only as the instrument of transformation of state ownership in non-state. It shall be the lever of the solution of such important problems of economic development as economy's growth rate, gain of a corporate sector of economy, the growing significance of financial mechanisms in economic performance [2].

Process of privatization in Ukraine within the last ten years in consciousness of the vast majority of citizens of Ukraine is fairly associated, first of all, as the antisocial, anti-Ukrainian and criminal phenomenon which is characterized by big injustice, opacity, cor-

ruption, a directivity only for benefit of the criminal and clan structures and individuals associated with government [3]. Such relation of citizens of Ukraine to process of “small and big privatization” was created by such real reasons and undeniable facts:

- unwarranted proportions and scales of polarization of society on the level of the material prosperity;
- mass and systematic violations of the relevant laws and Constitutions of Ukraine by the high ranking officials of Ukraine in the privatization process;
- disastrous falling of the trust level of citizens of Ukraine to identified managers – the high ranking officials of institutions of state power involved in total violations of laws in the privatization process;
- impunity of identified managers – the high ranking officials of the public authorities involved in total violations of laws in the privatization process;
- improbable decline, first of all, hi-tech production sphere of economy of Ukraine and depreciation of its highly intellectual resource component;
- conscious operating a policy by executive power and State Property Fund of Ukraine which resulted: blocking of inflow of anti-establishment candidates to privatization authorities; blocking of competitive methods of privatization at all stages (an auction, a commercial competition); monopolization of the Ukrainian economy by foreign capital; blocking in Ukraine of organization of high-tech and knowledge-intensive production of necessary competitive Ukrainian goods; blocking of motivational mechanisms for real carrying out an innovative policy and implementation of important and spe-

cific innovative programs; blocking of creation and development processes of the stock market in Ukraine; blocking of formation and development of local government to ensure the uncontrolled process of appropriation of property by the structures and natural persons associated with government.

Thus, the principal reasons of such consequences of privatization in Ukraine must include :

- unresolved problems of nationwide level;
- errors concerning structure and personnel organizational support of privatization process;
- shortcomings of certificate privatization;
- absence of the effective antimonopoly policy.

At the legislative level and at the level of executive power the following paragraphs were not systemically defined, in particular:

- effective mechanisms of transparency of privatization process and access to it for each citizen of Ukraine;
- legal and economic criteria of demarcation of state ownership on state and municipal;
- legal mechanics of demarcation of state ownership on state and municipal;
- legal mechanics of interaction of appropriate authorities of the government and local government at all stages of privatization process relatively to the specific diagrams of standard objects privatization;
- legal mechanics of privatization process monitoring from the organizations of the third sector;
- legal and economic criteria of effective management of objects of the

state and municipal property in to the privatization period;

- legal and economic criteria of determination of privatization stages;
- priorities and mechanisms of determination of the sequence of objects privatization at each stage;
- mechanisms and structures of constant control behind dynamics of economic indices of objects's functioning which were subject to privatization and the privatized objects;
- legal mechanisms of dynamic response of appropriate public authorities and local government on the facts of ineffective property use;
- legal and economic criteria of formation for privatization of specific lists of the land plots on which there were objects of the state and municipal ownership, subject to privatization;
- stages and the sequence of the land plots privatization at which there were objects of the state and municipal ownership, subject to privatization;
- effective mechanisms of carrying out the antimonopoly policy in the privatization process;
- legal frameworks and mechanism to ensure timely arrival of funds from privatization in full and their effective use.

Since 2015 48 enterprises for the total amount of 3,6 billion UAH were privatized, with the assumption that the plan of cash inflow from privatization for a year – 17 billion UAH, and the Draft State Budget for 2018 assumes cash inflow in the amount of 22 billion UAH. One of the reasons that 1231 enterprises are forbidden now to privatization whereas, according to the Government and the Ministry of Economic Development, only 378 state enterprises and

objects, which perform functions of the state, shall be in state ownership.

On September 12, 2017 at the 26th meeting of the National Reforms Council, devoted to progress of Ukraine in the course of privatization, new approaches to sale of assets were considered and approved, reflected in the bill “About Privatization of the State Property” [4].

It was decided:

- to recommend to the Verkhovna Rada of Ukraine to consider and approve the bill of Ukraine “About privatization of the state property” № 7066 as of 04.09.2017 in edition offered by the Cabinet of Ministers of Ukraine;

- to recommend to the Cabinet of Ministers of Ukraine to prepare amendments to the legislative instruments, in particular the Law of Ukraine “On the List of Objects of the Right of State Owned Property not Subject to Privatization” concerning lifting of restrictions on privatization of objects of State property;

- to recommend to the the Cabinet of Ministers of Ukraine to approve clear criteria of formation of the list of objects of big privatization and directly the list of objects of big privatization;

- to recommend to the State Property Fund of Ukraine and to authorized bodies of control to take measures for an acceleration of preparation and privatization: 1) Turboatom PJSC; 2) SE Plant “Elektrovazhmash”; 3) SE “Dniprovsky Electroconstruction Plant”; 4) JSC United Mining and Chemical Company PJSC; 5) Sumykhimprom PJSC; 6) President-Hotel PrJSC; 7) State Food and Grain Corporation of Ukraine PJSC; 8) Agrarian Fund PJSC.

The new law “About Privatization of the State Property” was drafted by the Ministry of Economic Development together with State Property Fund of Ukraine and already submitted to the Verkhovna Rada of Ukraine [5]. The bill “About Privatization of the State Property” provides that the 893 state enterprises will be privatized. Thus, only 15 especially important enterprises, in particular Naftogaz, “Ukrzaliznytsya” and other state monopolies, will be in state ownership. In addition, the state will still have 363 important object of state ownership – these are medical, social, metrological and other socially important institutions.

About 1255 enterprises of state ownership will be liquidated, through their complete economic inefficiency. Also 359 objects, namely: roads, forestry, the airports will be transferred to concession (for rent to the private sector). Such reduction of number of the state enterprises will allow the state to cut down the budgetary expenses on support of a considerable number of the ineffective enterprises.

The new bill on privatization is more complete and complex, in comparison with current law. The bill changes approaches to classification of the privatization objects. If now they differ on groups (*A, B, C, D, E, F*), then the bill divides all objects into two type – big and small. The system of an electronic auction is introduced. Taking into account a computerization of the majority of spheres of public life, it will give the chance to lower a bureaucratic element of interaction with state agencies.

The limit size of a fractional share of the buying company owned by the

resident of the aggressor country or the aggressor country is set in the project. This part makes 10 % and more. It does not grant the right to participate in an auction. The current law does not allow to participate in privatization to the companies even with the minimum share controlled by the resident of the aggressor country or the aggressor country.

Similar situation with the companies registered in the offshore zones and the countries classified in the FATF list (the countries which refused to promote fight against laundering of income gained in the criminal way). By new rules, the company which 50 % of authorized capital are controlled by residents from such countries, will not be able to buy the Ukrainian state property. In the current law — such share is not defined, that is the total prohibition is in operation.

According to the bill an object can be included in the list on privatization at the initiative of the potential buyer. Thus, the businessman who had a business idea concerning any state property will have an opportunity to show an initiative and to try to buy it.

The bill provides penalties for untimely or incomplete information representation about objects of privatization by officials, forces public institutions to sell non-core assets. It will allow to get rid of the closed departmental sanatoria and recreation facilities.

It will be more difficult to slow down transfer of assets for sale. If the ministry owner delays transmission of an object to privatization at the scheduled time, then the decision on its transmission will be made by the Cabinet of Ministers.

Advisers, with the appropriate experience and competence which can not be enough for officials of the state property fund and the ministries, engaged in privatization process, will be involved in privatization of large enterprises. Advisers will not be able to participate in privatization of an object which was prepared for sale.

In case of small privatization the procedure of determination of the starting price is most simplified. The starting price is a book value (as a rule below than the market price) with the deduction of obligations. The bill will regulate privatization including municipal property. Objects of small privatization will be sold through the system of ProZorro public procurement in online mode. It is supposed that such step will allow to expand a circle of potential buyers.

Under the new rules, the new owner will receive immunity for some time from attempts of debtors to receive assets of the enterprise through initialization of the bankruptcy process.

Conclusions. In sum, it should be noted that, along with macroeconomic stabilizing and liberalization in Ukraine, privatization is one of the main stages of transition from post-socialism to market economy. Privatization promotes transmission of the ineffective state enterprises to private owners and is a peculiar economic incentive for development of the state. However, for today, privatization shall be not a source of the budgetary arrivals, as much as a method of market restructuring and capitalization of our economy.

Thus the new bill of privatization provides the considerable simplification of the sale procedure of the state assets. The bill provides regulation

of privatization by one law (now – 7 laws) according to which there will be only two types of privatization objects (instead of five) – big and small. Instead of five procedures of privatization it is offered to leave two – an auction and repayment. Large objects of privatization will be sold only with an involvement of authoritative advisers, and small – through Prozorro electronic platform. While judicial reform will be taking place, norms of the English right will extend to all privatization process.

REFERENCES

1. *Nabil Buda* (2012), “The main disadvantages of the current system of managing the shares of state property in the Ukrainian economy”, available at: <http://nauka.kushnir.mk.ua/?p=8559> (Accessed 28 September).
2. *Chapinoga V. G.* (2011) *Ekonomichna teoriya* [Economic theory], YurInkom Inter, Kyiv, Ukraine.
3. *Consequences* of privatization in Ukraine and its causes in the context of the formation of the land market, available at: <http://buklib.net/books/35486/> (Accessed 28 September 2017).
4. *National Council for Reforms* (2017), “Privatization” Meeting of the National

Council for Reforms” available at: <http://reforms.in.ua/ua/zasidannya-nacionalnoyi-rady-reform/26> (Accessed September 2017).

5. *The government* has adopted a new draft law on privatization available at: <http://www.kmu.gov.ua/control/uk/publish/article?art> (Accessed September 2017).

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

1. *Набільь Буда*. Головні недоліки діючої системи організації управління частками державного майна в економіці України. Режим доступу: <http://nauka.kushnir.mk.ua/?p=8559>
2. *Чепінога В. Г.* Економічна теорія: підручник / В. Г. Чепінога. – К.: Юрінком Інтер, 2011. – 656 с.
3. *Наслідки* приватизації в Україні та їх причини в контексті формування ринку землі. Режим доступу: <http://buklib.net/books/35486/>
4. “*Приватизація*” Засідання Національної Ради реформ [Електронний ресурс]. – Режим доступу: <http://reforms.in.ua/ua/zasidannya-nacionalnoyi-rady-reform/26>
5. *Уряд* ухвалив новий проект закону про приватизацію [Електронний ресурс]. – Режим доступу: <http://www.kmu.gov.ua/control/uk/publish/article?art>

UDC 371.13 : 364

Spivak Yaroslav Olegovich,

Doctor of Philosophy in pedagogy, associate professor, doctoral student at the higher educational institution “Donbass state pedagogical university”, 84116, Donetsk region, Sloviansk, Str. G. Batiuka, 19, tel.: (050) 326 90 18, e-mail: sgpi@slav.dn.ua

ORCID: 0000-0001-8829-2236

Співак Ярослав Олегович,

кандидат педагогічних наук, доцент, докторант державного вищого навчального закладу “Донбаський державний педагогічний університет”, 84116, Донецька область, м. Слов'янськ, вул. Г. Батюка, 19, тел.: (050) 326 90 18, e-mail: sgpi@slav.dn.ua

ORCID: 0000-0001-8829-2236



Спивак Ярослав Олегович,

кандидат педагогических наук, доцент, докторант государственного высшего учебного заведения “Донбасский государственный педагогический университет”, 84116, Донецкая область, г. Славянск, ул. Г. Батюка, 19, тел.: (050) 326 90 18, e-mail: sgpi@slav.dn.ua

ORCID: 0000-0001-8829-2236

PROFESSIONAL COMPETENCE OF THE SOCIAL TEACHER AS A PRIORITY FOR SUCCESSFUL PROFESSIONAL SELF-FULFILLMENT

Abstract. The category “professional competence of social pedagogue” is analyzed in modern domestic and foreign researches and introduction of a competent approach in the system of professional training of future social pedagogues. The transition to a competent approach in education means reorienting the content from the process to the result of education, and the result of the formation of professional competence is the ability of a specialist to meet the dynamic conditions and demands of the labor market. The system of professional training of social educators involves the unity, interdependence and continuity of the system functioning and structural components, which is a prerequisite for the professional-personal formation of a specialist, supplementing and deepening vocational training, ensuring the possibility of lifelong learning, the transition of a specialist to a new, higher level of professional competence, variation and possibilities of intensification of these transitions.

Keywords: education, competence, professional competence, social teacher, category, professionalism.

ПРОФЕСІЙНА КОМПЕТЕНТНІСТЬ СОЦІАЛЬНОГО ПЕДАГОГА ЯК ПРІОРИТЕТ УСПІШНОЇ ПРОФЕСІЙНОЇ САМОРЕАЛІЗАЦІЇ

Анотація. У статті проаналізовано категорію “професійна компетентність соціального педагога” в сучасних вітчизняних і зарубіжних дослідженнях та впровадження компетентнісного підходу в системі професійної підготовки майбутніх соціальних педагогів. Перехід до компетентнісного підходу в освіті означає переорієнтацію змісту з процесу на результат освіти, а результатом формування професійної компетентності є здатність спеціаліста відповідати динамічним умовам і запитам ринку праці. Система професійної підготовки соціальних педагогів передбачає єдність, взаємозумовленість, неперервність і наступність функціонування системних і структурних компонентів, що є необхідною умовою професійно-особистісного формування фахівця, доповнення і поглиблення професійної підготовки, забезпечення можливості навчання упродовж життя, переходу фахівця на новий, вищий рівень професійної компетентності, варіативності і можливості інтенсифікації цих переходів.

Ключові слова: освіта, компетенція, професійна компетентність, соціальний педагог, категорія, професіоналізм.

ПРОФЕССИОНАЛЬНАЯ КОМПЕТЕНТНОСТЬ СОЦИАЛЬНОГО ПЕДАГОГА КАК ПРИОРИТЕТ УСПЕШНОЙ ПРОФЕССИОНАЛЬНОЙ САМОРЕАЛИЗАЦИИ

Аннотация. Проанализированы категория “профессиональная компетентность социального педагога” в современных отечественных и зарубежных исследованиях и внедрение компетентностного подхода в системе профессиональной подготовки будущих социальных педагогов. Переход к компетентностному подходу в образовании означает переориентацию содержания с процесса на результат образования, а результатом формирования профессиональной компетентности является способность специалиста отвечать динамичным условиям и запросам рынка труда. Система профессиональной подготовки социальных педагогов предполагает единство, взаимообусловленность, непрерывность и преемственность функционирования системных и структурных компонентов, что является необходимым условием профессионально-личностного формирования специалиста, дополнения и углубления профессиональной подготовки, обеспечения возможности обучения на протяжении жизни, перехода специалиста на новый, более высокий уровень профессиональной компетентности, вариативности и возможности интенсификации этих переходов.

Ключевые слова: образование, компетенция, профессиональная компетентность, социальный педагог, категория, професіоналізм.

Problem statement. In the present context, the process of professional education takes on particular significance as a factor of development of society through professional development of each personality, which turns into a process of educators' gaining activity experience in order to achieve professionally and socially significant competences (competencies). Therefore, just the competency-based approach represents an effective methodology for building practice-oriented education in the 21st century.

Amid socio-economic transformations in Ukraine and the European development vector choice, the significance of the social sphere of contemporary Ukrainian society dramatically emerges full blown. Accordingly, requirements for professional training of experts in the social sphere, in particular, social teachers are becoming more severe.

Analysis of recent research and publications. Note that researchers pay considerable attention to the problem of professional training of social teachers. Overall, the problem of professional training of future social teachers is reflected in the scientific tenets of social pedagogy theory developed by I. Zvereva, M. Galaguzova, A. Kapska, L. Koval, I. Lypskyi, A. Mudryk, A. Ryzhanova, L. Shtefan [1]; O. Bezpalko, H. Laktionova, V. Orzhekhovska, Yu. Polischuk, S. Savchenko, V. Teslenko have researched social care teaching work with children and youth in various societies [1]. Works by domestic scholars R. Vainola, L. Mischyk, V. Polischuk, V. Sorochynska, S. Kharchenko are devoted to issues of professional training of future experts in

the social sphere [2]; such scholars as A. Aleksyuk, V. Andruschenko, V. Bezpalko, R. Vainola, V. Haluzynskiy, M. Yevtukh, L. Zavatska, I. Zvereva, I. Ziaziun, A. Kapska, O. Karpenko, T. Levchenko, L. Mischyk, N. Nychkalo, V. Polischuk, T. Semyhina, I. Trubavina, N. Chernukha have studied general-theoretical issues of professional training and the content of professional education [3; 4]; A. Boiko, S. Honcharenko, I. Ivanova and others have engaged in researching the process of forming professional skills [5].

Such Ukrainian scholars as V. Bolotov, V. Serikov, A. Ovcharuk, O. Pometun, O. Lokshyna, O. Savchenko, O. Trubachova, L. Paraschenko and others [6] have studied problems of the competency-based approach as a priority segment of professional training of specialists. Comprehension and interpretation of the foundational issues of the relationship of skills and competencies, development of the requirements for competence and their measurement are reflected in works by such foreign and domestic scholars as J. Raven, A. A. Khutorskoi [7], N. Bibik, L. Vaschenko, I. Yermakova, O. Lokshyna, O. Ovcharuk, L. Paraschenko, O. Pometun, and O. Savchenko [8]).

The competency-based approach methodology in higher education is based on the conceptual thesis about the necessity to replace traditional reproductive teaching by creative and active one, which must facilitate not only gaining knowledge, abilities, and skills but also personal development of student youth, formation of a system of sociocultural needs, and self-actualization and self-fulfillment of personality. The conceptual essence of the above-

mentioned approach lies in enabling students to master a clear-cut system of professional competencies, in using the specifics of the activity and person-centered approaches in contrast to the knowledge-centered approach as a condition for improving quality of training of specialists and modernizing higher education.

It is worth noting that the process of reforming the higher education system within the educational environment of Ukraine is related to development and introduction of the competency-based approach into the system of professional training of specialists. Building professional competence of future specialists is a qualitative indicator of performance of the higher professional education system. Building competence that reflects the training results, scale of values, system of motivation for a particular type of activity, as well as social and moral standards, personality characteristics of the specialist and his interaction with the social environment is the purpose and outcome of the educational process.

The purpose of this paper is to analyze the category of “professional competence of the social teacher” in current domestic and foreign studies.

Basic material presentation. Note that the polyparadigmatic nature of socio-educational activities calls forth applying a fairly large number of scholarly approaches to organization of training of social teachers. The content of training of future social teachers at universities is to create conditions for formation of a socially and professionally skilled personality the principal of which include acmeological, personal, personality-centered, activi-

ty-related, systemic, and competency-based.

Diagnosis of the status of professional training of social teachers goes to prove that theoretical insights into development and introduction of the competency-based approach into the professional education system are underused to overcome contradictions between the constantly growing requirements of society for the level of professional competence of social teachers and the actual level of their professional qualifications; between the spheres of professional activities of social teachers and the specific field of their professional education; between the need of society to enhance the prestige of those engaged in socio-educational activities and their insufficient professional competence; between constant extension of spheres, functions, implementation of innovative technologies for professional socio-educational activities and the traditionally reproductive mode of operation of the system of professional training of specialists, between the actual capabilities of educational establishments and new educational needs of the participants in the educational process, educational services consumers [9, p. 82].

According to most researchers and practitioners, transition to the competency-based approach in education means refocusing the content from the process to the outcome of education, while building professional competence results in the ability (capacity) of the specialist to meet dynamic conditions and needs of the labor market, have hold appropriate potential for practical solution of professional problems, search of his own professional self within the

social structure of society. [3, p. 34–42]. In particular, I. Zimniaya notes that the strategic thrust of modernizing the education content is focused on “competence” and “skills” [10].

Summing up the experience of contemporary scholars, it is worth arguing that it is reasonable to understand competency as a comprehensive integrated personality trait, which determined the level of personal development and professional training that is the product of this process. This qualitative personal characteristic provides for not only structured sets of knowledge, abilities and skills but also attitudes, creative energies and analytical thinking, which enable the student’s personality to pinpoint, identify and solve, regardless of the context, problems peculiar to a certain sphere of activity. Competence is built upon combination of mutually correlating cognitive attitudes and practical values, emotions, behavioral components, all that can be mobilized for vigorous activity of the graduate of a contemporary higher education institution [6, p. 45].

In the contemporary context, the concept of “competence” is in the midst of contemporary socio-educational science and practice, since it opens qualitatively new prospects for understanding the importance of education, life results of educational activities. The concept of competence is rooted in the idea of forming a competent person and specialist, who not only has necessary knowledge, professionalism, high moral standards but also is able to act adequately in appropriate situations applying this knowledge and assuming responsibility for a specified activity [11, p. 38]. Competence imposes high

requirements on autonomy of the personality, its ability to assume responsibility, capacity to act constructively, rationally, flexibly, aggressively, and creatively; on optimistic dedication to life, the ability to combine own personal self-fulfillment with the conditions of life in society.

The dynamic and contradictory nature of development of contemporary society imposes its requirements on successful personality integration, requires increasingly more efforts of an individual himself and provides for development of overall personality competence. Today, only that individual can meaningfully live and work in society who is able to make independent choices and autonomous decisions. These and other conditions of social functioning of man dictate the need to acquire modern competencies, which enable to realize cognitive, spiritual-moral, creative, communicative and aesthetic potential of personal development. In the process of lifelong creative work, the nature and value of competence, which reflects cognitive, operational-technological, motivational, ethical, social and behavioral aspects, become obvious to the fullest extent possible. Competence reveals the degree of involvement of an individual in active action, the ability to effectively resolve a problematic real-life situation mustering for this purpose knowledge, abilities, experience, and values. Competence does not amount either to knowledge or skills; it can be considered as a possibility of establishing a link between knowledge and a situation, as an ability to find, reveal a procedure (knowledge and) suitable for a problem resolution [12, p. 102–103].

Research into the problem of personality competence in modern theory and practice are in a greater degree are related to studying the phenomenon of professional competence. Analysis of the modern understanding of professional competence by different scholars allows regarding it as a body of knowledge and skills that determine professional work effectiveness [13]; a body of professional knowledge and professional significant personality attributes [14]; a manifestation of professional and general personal culture [7].

Distinguishing the terms “competence” and “competencies,” V. Kraievskii and A. Khutorskoi explain that competency means a range of issues in which an individual is versed and experienced, while competence is a combination of relevant knowledge and abilities in a particular sphere of activity enabling to effectively act therein [7, p. 56]. The functions of competencies in education reflect a social mandate for training of youths, are a condition for realization of personalized meanings of teaching, represent intersubject elements of the education content, enable to link theoretical knowledge to its use; and constitute integral characteristics of specialist professional training quality.

The system of professional training of social teachers provides for unity, interdetermination, continuity and succession of operation of system (value-based, meaning-based, functional, technological, professional-personal, regulatory-legal, activity-related, diagnostic-remedial) and structural (pre-professional, heterolevel professional and post-degree) components, which is a prerequisite for professional-personal formation of specialists, comple-

menting and deepening professional training, enabling life-long learning, transition of specialists to a new, higher level of professional competence, variability and possibility of intensification of such transitions [15, p. 12].

Most researchers consider the concept of “competence” as a research category, which describes man as a professional entity, his ability to successfully exercise his professional powers. Meaning-based analysis of the findings of theoretical and practical studies on the problem of professional competence of the social teacher indicates variability in understanding the essence, approaches to definition, structure definition, and technologies to build it in students—future social teachers. Let us cite definitions of professional competence by different authors-researchers in order to define common and distinct characteristics of this phenomenon.

Professional competence of the social teacher is defined as a set of inter-related personal qualities providing for a mastery of theoretical knowledge and practical skills, an ability to apply them in the course of professional activities, capacity to creatively resolve problems, take the consequences of his activities, as well as professional advancement through constant development, self-improvement and self-education [15, 14, 16, 2].

Professional competence is not only an integral part of the process of socialization (labor stage, professional socialization) of the individual but also an indicator of success of its course. Development of professional competence is an active process that lasts throughout man’s working life and unfolds sequentially in accordance with professional

becoming of personality taking on new forms at every stage of professional development of the specialist. During its formation, it undergoes a number of stages: professional adaptation, professional identification, professional individualization and professional personification [13].

Analysis of the results of research in the problem of professional competence shows that for the time being the term “competence” in professional pedagogy is definitely theoretically substantiated in a general pedagogical sense, is mainly used in cases when it is about a sufficiently high level of skills and professionalism of the specialist. However, the specifics of socio-educational activities impose their specific requirements on formation of professional competence of the social teacher.

It is worth noting that professional competence of the social teacher is an essential component of professionalism, which includes knowledge and erudition, displays itself in successful performance of professional tasks and enables an individual to be versed in issues of a certain area of public activity, competently resolve problems of his professional activities. The said phenomenon provides for the presence of those personal qualities, which enable to act responsibly and independently. An important aspect of understanding the theoretical content of the concept of competence lies in the fact that it does not mean acquisition of a certain set of knowledge, professional skills in a certain specialty but a combination of the latter with developed specific abilities and qualities of personality, specific competencies, which, in the aggregate, will contribute to effectiveness of pro-

fessional activities of the social sphere specialist [8, p. 282–283].

An important task of operation of the system of professional training of the social sphere specialists is to form not just a system of special knowledge, skills and abilities of the specialist (social teacher) but exactly a system (certain set) of competencies as an integrative system subject to the specific of professional activities (socio-educational activities in society). Competence imposes strict requirements on personal autonomy of the social teacher, on his ability to assume responsibility, capacity to act constructively, rationally, flexibly, aggressively, and creatively; on optimistic dedication to life, the ability to combine his individuality with the conditions of life.

Conclusions. Consequently, based on analysis of the positions of research scholars on the problem of the competency-based approach, problems of professional competence of the specialist, it may be deduced that professional competence of the social teacher means a general ability and readiness founded on knowledge, skills, abilities, values, attitudes and experience, which enable using socio-educational customer management techniques, perform professional tasks in standard and nonstandard situations in the course of professional practice. Introduction of the competency-based approach into the process of professional training of social teachers means formation of a mix of professional competencies of the specialist — general-theoretical and practice-oriented, which indisputably become the basis for and the priority vector of successful professional self-fulfillment

REFERENCES

1. *Entsyklopediia Osvity* [Encyclopedia of Education] (2008). Kyiv: Yurinkom Inter [in Ukrainian].
2. *Polischuk V. A.* (2006). Theory and Methodology of Professional Training of Social Teachers in the Context of Continuous Education. Doctoral dissertation (Pedagogy). Ternopil [in Ukrainian].
3. *Chernukha N. M.* (2006). Intehratsiia Vykhovnykh Vplyviv Suspilstva v Suchasnomu Osvitniomu Seredovyschi: Monohrafiia [Integration of Educational Influences of Society in the Contemporary Educational Environment: a Monograph]. Luhansk: Alma mater [in Ukrainian].
4. *Karpenko O.* (2007). Profesiina Pidhotovka Sotsialnykh Pratsivnykiv v Umovakh Universytetskoï Osvity: Naukovo-Metodychnyi ta Orhanizatsiino-Tekhnolohichniy Aspekty: Monohrafiia [Professional Training of Social Workers in the Context of University Education: Scientific-Methodological and Organizational-Technological Aspects: a Monograph]. Kyiv: Kolo [in Ukrainian].
5. *Honcharenko S. U.* (1997). Ukrainskyi Pedahohichnyi Slovnyk [Ukrainian Pedagogical Dictionary]. Kyiv: Lybid [in Ukrainian].
6. *Bibik N. M., Vaschenko L. S., Lokshyna O. I., Ovcharuk O. V., Paraschenko L. I.* (2004). Kompetentnistnyi Pidkhdid u Suchasniï Osviti: Svitovy Dosvid ta Ukrainski Perspektyvy [The Competency-Based Approach in Contemporary Education: World Experience and Ukrainian Prospects]. In Biblioteka z Osvitnoi Polityky [Library of Educational Policy]. Kyiv: K.I.S [in Ukrainian].
7. *Khutorskoi A. V.* (2003). Kliuchevyie Kompetentsii kak Komponent Lichnostno-Orientirovannogo Obrazovaniia [Core Competencies as a Component of Personality-Centered Education] *Narodnoie Obrazovaniie*, 2, 55–61 [in Russian].
8. *Babyn I. I., Boliubash Ya. Ya., Harmash, A. A.* and others. (2011). *Natsionalnyi Osvitnii Hlosarii: Vyscha Osvita* [National Educational Glossary: Higher Education]. Kyiv: TOV Vydavnychiy Dim Pleiady [in Ukrainian].
9. *Rud M. V.* (2010). Formuvannia Profesiinoi Kompetentnosti Maibutnikh Sotsialnykh Pedahohiv u Sustemi Profesiinoi Pidhotovky u VNZ [Formation of Professional Competence of Future Social Teachers within the System of Professional Training in Tertiary Institutions]. *Visnyk LNU imeni Tarasa Shevchenka*. 9 (196), 266–272 [in Ukrainian].
10. *Zimniaya I. A.* (2004). Kliuchevyie Kompetentnosti kak Resultativno-Tselevaia Osnova Kompetentnostnogo Podkhoda v Obrazovanii [Core Competencies as an Outcome-Objective Basis of the Competency-Based Approach in Education]. Moscow [in Russian].
11. *Shevchenko H. P.* (2009). Kontseptualna Sutnist Kompetentnistnoho Pidkhdodu: Yevropeyskyi Vymir [The Conceptual Essence of the Competency-Based Approach: the European Dimension]. In Implementation of the Competency-Based Approach in Higher School of Ukraine: Proceedings of the Methodological Seminar. (p. 121–130). Kyiv: Pedahohichna Dumka [in Ukrainian].
12. *Taranenko I.* (2000). Rozvytok Zhyttievoi Kompetentnosti ta Sotsialnoi Intehratsii: Dosvid Yevropeyskykh Krain [Development of Life Competence and Social Integration: Experience of European Countries]. In Kroky do Kompetentnosti ta Intehratsii u Suspilstvo [Steps toward Competence and Integration into Society]. Kyiv: Kontekst [in Ukrainian].

13. *Huk O. F.* (2011). Formuvannia Estetychnoi Kultury Studentiv Vyschykh Navchalnykh Zakladiv [Development of Aesthetical Culture in Students of Higher Education Institutions]. *Naukovyi Visnyk Melitopolskoho Derzhavnogo Pedahohichnogo Universytetu. Series: Pedagogy*, 7, 98–103 [in Ukrainian].
14. *Karpova L. H.* (2004). Formation of professional Competence of the General School Teacher. PhD dissertation (Pedagogy). H. S. Skovoroda Kharkiv National Pedagogical University, Kharkiv [in Ukrainian].
15. *Doktorovych M. O.* (2010). Profesiina Kompetentnist Sotsialnogo Pedahoha [Professional Competence of the Social Teacher]. *Visnyk Hlukhivskoho DPU*, 15, 64–69 [in Ukrainian].
16. *Kuz V. H.* (2009). Vyscha Shkola i Sistema Kompetentsii Pedahoha [Higher School and the System of Competencies of the Educator]. In *Embodiment of European Experience in the Competency-Based Approach in Higher School of Ukraine: Proceedings of the Methodological Seminar*. (p. 282–288). Kyiv: Pedahohichna Dumka [in Ukrainian].
4. *Карпенко О.* Професійна підготовка соціальних працівників в умовах університетської освіти: науково-методичний та організаційно-технологічний аспекти : [монографія] / О. Карпенко. — К. : Коло ; Нац. пед. ун-т ім. М. П. Драгоманова, 2007. — 374 с.
5. *Гончаренко С. У.* Український педагогічний словник / С. У. Гончаренко. — К. : Либідь, 1997. — 376 с.
6. *Компетентнісний підхід у сучасній освіті: світовий досвід та українські перспективи: Бібліотека з освітньої політики* / [Н. М. Бібік, Л. С. Ващенко, О. І. Локшина, О. В. Овчарук, Л. І. Парашенко]; заг. ред. О. В. Овчарук. — К. : К.І.С., 2004. — 112 с.
7. *Хуторский А. В.* Ключевые компетенции как компонент личностно-ориентированного образования / А. В. Хуторский // *Народное образование*. — 2003. — № 2. — С. 55–61.
8. *Національний освітній глосарій : вища освіта* / [авт.-уклад. : І. І. Бабин, Я. Я. Болюбаш, А. А. Гармаш та ін.] ; за ред. Д. В. Табачника і В. Г. Кременя. — К. : ТОВ “Вид. дім “Плеяди”, 2011. — 100 с.

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

1. *Енциклопедія освіти* / Академія пед. наук України [гол. ред. В. Г. Кремень]. — К. : Юрінком Інтер, 2008. — 1040 с.
2. *Поліщук В. А.* Теорія і методика професійної підготовки соціальних педагогів в умовах неперервної освіти : дис. ... д-ра пед. наук : спец. 13.00.04 / В. А. Поліщук. — Тернопіль, 2006. — 454 с.
3. *Інтеграція виховних впливів суспільства в сучасному освітньому середовищі : монографія* / Н. М. Чернуха; Луганськ. нац. пед. ун-т ім. Т. Шевченка. — Луганськ : Альма-матер, 2006. — 302 с.
4. *Карпенко О.* Професійна підготовка соціальних працівників в умовах університетської освіти: науково-методичний та організаційно-технологічний аспекти : [монографія] / О. Карпенко. — К. : Коло ; Нац. пед. ун-т ім. М. П. Драгоманова, 2007. — 374 с.
5. *Гончаренко С. У.* Український педагогічний словник / С. У. Гончаренко. — К. : Либідь, 1997. — 376 с.
6. *Компетентнісний підхід у сучасній освіті: світовий досвід та українські перспективи: Бібліотека з освітньої політики* / [Н. М. Бібік, Л. С. Ващенко, О. І. Локшина, О. В. Овчарук, Л. І. Парашенко]; заг. ред. О. В. Овчарук. — К. : К.І.С., 2004. — 112 с.
7. *Хуторский А. В.* Ключевые компетенции как компонент личностно-ориентированного образования / А. В. Хуторский // *Народное образование*. — 2003. — № 2. — С. 55–61.
8. *Національний освітній глосарій : вища освіта* / [авт.-уклад. : І. І. Бабин, Я. Я. Болюбаш, А. А. Гармаш та ін.] ; за ред. Д. В. Табачника і В. Г. Кременя. — К. : ТОВ “Вид. дім “Плеяди”, 2011. — 100 с.
9. *Рудь М. В.* Формування професійної компетентності майбутніх соціальних педагогів у системі професійної підготовки у ВНЗ / М. В. Рудь // *Вісник ЛНУ ім. Тараса Шевченка*. — 2010. — № 9 (196). — С. 266–272.
10. *Зимняя И. А.* Ключевые компетентности как результативно-целевая основа компетентностного подхода в образовании / И. А. Зимняя. — М., 2004. — 42 с.
11. *Шевченко Г. П.* Концептуальна сутність компетентнісного підходу: європейський вимір / Г. П. Шевченко // *Реалізація компетентнісно-*

- го підходу у вищій школі України: матеріали методологічного семінару. — К. : Пед. думка, 2009. — С. 121–130.
12. *Тараненко І.* Розвиток життєвої компетентності та соціальної інтеграції: досвід європейських країн // Кроки до компетентності та інтеграції у суспільство; за ред. І. Єрмакова. — К.: Контекст, 2000. — 336 с.
 13. *Гук О. Ф.* Формування естетичної культури студентів вищих навчальних закладів / О. Ф. Гук // Наук. вісн. Мелітополь. держ. пед. ун-ту: зб. наук. ст.; редкол. І. П. Аносов (голов. ред.) та ін. — Мелітополь: Мелітополь, 2011. — Вип. 7. — С. 98–103. — (Серія: “Педагогіка”).
 14. *Карпова Л. Г.* Формування професійної компетентності вчителя загальноосвітньої школи: дис. ... канд. пед. наук: спец. 13.00.04 / Л. Г. Карпова. — Харків. держ. ун-т ім. Г. С. Сковороди. — Харків, 2004. — 295 с.
 15. *Докторович М. О.* Професійна компетентність соціального педагога / М. О. Докторович // Вісн. Глухівського ДПУ. — 2010. — Вип. 15. — С. 64–69.
 16. *Кузь В. Г.* Вища школа і система компетенцій педагога / В. Г. Кузь // Реалізація європейського досвіду компетентнісного підходу у вищій школі України: матеріали методолог. семінару. — К. : Педагогічна думка, 2009. — С. 282–288.

UDC: 35.08: 323.39 (477)

Suray Inna Gennadiivna,

Doctor of Science in Public Administration, Associate Professor, Professor of the Department of public administration and public service of the National Academy of Public Administration under the President of Ukraine, 03057, Kyiv, Str. Eugene Pottier, 20, tel.: (050) 352 05 23, e-mail: suray.inna@gmail.com

ORCID: 0000-0003-4377-2724

Сурай Інна Геннадіївна,

доктор наук з державного управління, доцент, професор кафедри публічного управління та публічної служби, Національна академія державного управління при Президентові України, 03057, м. Київ, вул. Ежена Пот'є, 20, тел.: (050) 352 05 23, e-mail: suray.inna@gmail.com

ORCID: 0000-0003-4377-2724

Сурай Інна Геннадіївна,

доктор наук по государственному управлению, доцент, профессор кафедры публичного управления и публичной службы, Национальная академия государственного управления при Президенте Украины, 03057, г. Киев, ул. Эжена Потье, 20, тел.: (050) 352 05 23, e-mail: suray.inna@gmail.com

ORCID: 0000-0003-4377-2724

Tomashevskaya Tetiana Viacheslavivna,

post-graduate student of the National Academy of Public Administration under the President of Ukraine, 03057, Kyiv, Str. Eugene Pottier, 20, tel.: (067) 925 00 73, e-mail: tomashevskaya2007@ukr.net

ORCID: 0000-0001-8111-7507

Томашевська Тетяна В'ячеславівна,

аспірант Національної академії державного управління при Президентові України, 03057, м. Київ, вул. Ежена Пот'є, 20, тел.: (067) 925 00 73, e-mail: tomashevskaya2007@ukr.net

ORCID: 0000-0001-8111-7507

Томашевская Татьяна Вячеславовна,

аспірант Національної академії державного управління при Президентові України, 03057, г. Киев, ул. Эжена Потье, 20, тел.: (067) 925 00 73, e-mail: tomashevskaya2007@ukr.net

ORCID: 0000-0001-8111-7507



MAIN CHANNELS OF RECRUITING OF MODERN POLITICAL AND GOVERNING ELITE IN UKRAINE

Abstract. The main channels of recruiting of the modern political and governing elite in Ukraine are determined. An assessment of their significance is made on the example of deputies of the Verkhovna Rada of Ukraine of the VIII convocation, elected by party lists. The key aspects of the recruiting process of the Ukrainian political and governing elite are described.

Keywords: elite, recruitment channels of the elite, political and governing elite, political recruitment, formation of political and governing elite.

ОСНОВНІ КАНАЛИ РЕКРУТУВАННЯ СУЧАСНОЇ ПОЛІТИКО-УПРАВЛІНСЬКОЇ ЕЛІТИ В УКРАЇНІ

Анотація. Визначено основні канали рекрутування сучасної політико-управлінської еліти в Україні. Здійснено оцінку їх значення на прикладі депутатів Верховної Ради України VIII скликання, обраних за партійними списками. Схарактеризовано ключові проблемні аспекти процесу рекрутування української політико-управлінської еліти.

Ключові слова: еліта, канали рекрутування еліти, політико-управлінська еліта, політичне рекрутування, формування політико-управлінської еліти.

ОСНОВНЫЕ КАНАЛЫ РЕКРУТИРОВАНИЯ СОВРЕМЕННОЙ ПОЛИТИКО-УПРАВЛЕНЧЕСКОЙ ЭЛИТЫ В УКРАИНЕ

Аннотация. Определены основные каналы рекрутирования современной политико-управленческой элиты в Украине. Осуществлена оценка их значения на примере депутатов Верховной Рады Украины VIII созыва, избранных по партийным спискам. Охарактеризованы ключевые проблемные аспекты процесса рекрутирования украинской политико-управленческой элиты.

Ключевые слова: элита, каналы рекрутирования элиты, политико-управленческая элита, политическое рекрутирование, формирование политико-управленческой элиты.

Formulation of the problem. The key role of the political and managerial elite in modern politics lies in the possession of the resources of the authorities, as well as the right to implement public policy and make strategic decisions for the benefit of society as a whole.

Given, that the notion of “elite” is associated with a narrow and suf-

ficiently closed circle of persons with a quantitatively limited composition, the necessary condition for the existence of political and managerial elite is the availability of recruiting channels, that help ensure its quality, and hence the ability to exercise the basic functions of political control on proper level.

Analysis of recent researches and publications. The problems of forming the political and managerial elite in Ukraine became the subject of research by such scholars as E. Afonin, N. Goncharuk, V. Goshovskaya, V. Kremen, O. Kryukov, B. Kukht, I. Lopushinsky, O. Naumenko, O. Oliynyk, A. Paharev, M. Piren, A. Rachinskiy, N. Selyutina and others.

The purpose of the article is to determine the main channels for the recruitment of the current political and the managerial elite in Ukraine, to assess their significance, for example, by the deputies of the Verkhovna Rada of Ukraine of the VIII convocation, elected by party lists, as well as characterize the main problem aspects of the recruitment process of the Ukrainian political and managerial elite.

Presenting main material. The political and managerial elite constantly needs an updated reserve, which could replenish it. In the case of well-functioning and effective institutionalized procedure for such update through the channels of its interaction with society, the change in the personal composition of the elite takes place without compromising the structure of the political system, while preserving its integrity and stability.

With the help of political recruiting, in other words involving people in active political life, the legislative and executive bodies of the states, the government apparatus, and the governing bodies of state institutions are formed.

An important role in this process is played by several key points, namely:

- the breadth of the social base, which should potentially produce the necessary elite reserve;

- Recruiters, those persons, whose function is selection and withdrawal of candidates for elite structures;
- the criteria for the recruitment of the political and managerial elite, that are used in this political system [1].

In general, distinguish open and closed systems of recruitment of elites, a number of authors also fixes intermediate, semi-closed systems [2]. The open type of recruitment is typical for democratic political systems, when selection in elite groups is carried out under the sign of professionalism and meritocracy, channels of vertical mobility are open, actively used the practice of contests and competitions for receiving a particular position, especially in the system of bureaucracy. In elite groups there is an active circulation of members, there is a high degree of competition. The main mechanisms of the open method of recruiting elites are electoral. An important social lift is modern education.

The opposite of such way of forming elite groups is a closed type of selection, where the guarantee of entry into the power group not by any means of experience, education or other professional qualities. Principles of meritocracy give way to the mechanisms of selection filters, as a result of which, the elite is formed from among the loyal to the dominant political force of citizens.

Formation of the elite in each particular country at each particular stage of its development is characterized by a significant peculiarity. However, there are general patterns of the process of entering people into the ruling group. Thus, the recruitment channels of the elite, in other words those social in-

stitutions, the entry into which gives people the opportunity to reach power are universal for most countries. These include:

1. Political parties. Their role is particularly large in Western European states, where the applicant for entry into the elite must pass all levels of the party hierarchy. That's how M. Tetcher, F. Mitteran, G. Coll and those politicians, who changed their career in key public positions.

2. The bureaucratic apparatus. A significant proportion of officials are tracked in the elite of all developing countries, as well as in highly developed countries such as Japan and Sweden.

3. The Church and the Church Religious Organizations. This recruiting channel is more characteristic for Spanish countries and countries with a strong influence of Catholicism.

4. Trade unions. Trade unions leaders play a prominent role in the political elites of many countries. Former US president R. Reagan and former president of Poland L. Valens "entered into big politics" as leaders of trade union movements.

5. Economic institutes, business sphere.

6. Army. The impact of this factor is particularly high in countries in Latin America, Africa and Asia. The three prime ministers of Israel are military generals.

7. The education system plays a significant role in all countries. According to British political analysts, this country is managed exclusively by people, who have completed Oxford or Cambridge and have one or two higher education, more often legal and economic. The American establishment (usually

called the ruling elite in the United States) consists of graduates from universities belonging to the so-called "Ivy League", including Harvard, Welsh and Princeton. [3]

By analyzing the domestic channels of recruitment of the elite, it should be noted, that for Ukraine at the present stage, there is no significant influence on the formation of the elite of religious organizations.

Instead, the so-called "party of power" plays the leading role in the formation of the elite — an informal, in other words not publicly formalized, but rather influential, social force with certain political and economic interests and powerful means of their protection. Even at the very beginning of Ukrainian independence, political analysts very accurately defined the "party of power" as a political bloc, consisting of pragmatically oriented and deideologized higher circles of the old communist nomenklatura, which was gradually replaced by the Komsomol people, representatives of the state apparatus and mass media, leaders of the traditional sectors of industry and agriculture [4, p. 169].

It should be noted, that the degree of permeability of recruitment channels tends to be intensive during periods of crises and slowdowns in stable periods. So, after the revolution of dignity, the Ukrainian political elite has been renovated by the so-called "military elite" from the activists of Maidan and the participants of the antiterrorist operation, the commanders of the volunteer battalions, as well as journalists (media), public activists [5]. However, the recruiting process is usually limited to a specific recruiting basin, that is, in oth-

er words by those social groups, that are the main suppliers of representatives of the political elite.

So, in our opinion, the basic channels of recruitment of the political-managerial elite in Ukraine are:

- representation of the business environment;
- delegation by political parties;
- representation of NGOs and mass media;
- presence of scientific achievements;
- closeness to the ruling clan;
- exit from the regional elite;
- “People’s delegation” (volunteers, activists of Maidan, participants in the antiterrorist operation);
- representation of sports and artistic elite.

The elite in the legislature (parliament) of Ukraine consists of the constitutional composition of the Verkhovna Rada of Ukraine in the number of 450 people’s deputies of Ukraine.

We agree with the opinion of D. Korotkov, who emphasized the fact, that in stable political systems, the recruitment of the elite is carried out in accordance with established procedures, that contribute to the renewal of the elite, and the channel of recruitment and circulation of political elites is a party, that works under the scheme “party – elections – the political elite” [6, p. 10–11]. The mechanism of legitimation of the political elite is democratic elections, which are regulated by the relevant legislative documents.

Thus, in order to determine the proportion of each of the recruiting channels we have identified, an empiri-

cal analysis of the election lists of political parties of the Verkhovna Rada of Ukraine of the 8th convocation has been carried out, based on biographies of people’s deputies, placed on the official web portal of the Verkhovna Rada of Ukraine.

As of October 2017, the Verkhovna Rada has people’s deputies, 373 of which are members of 8 parliamentary factions and groups. 250 deputies elected by party lists (Table).

It should be noted, that after the extraordinary parliamentary elections to the Verkhovna Rada of Ukraine on October 26, 2014, a significant renewal of the parliament took place (only 44 % of the elected people already worked in the legislative branch). At the same time, one can not speak of a significant increase in the role of democratic channels for the recruitment of the elite (Fig.).

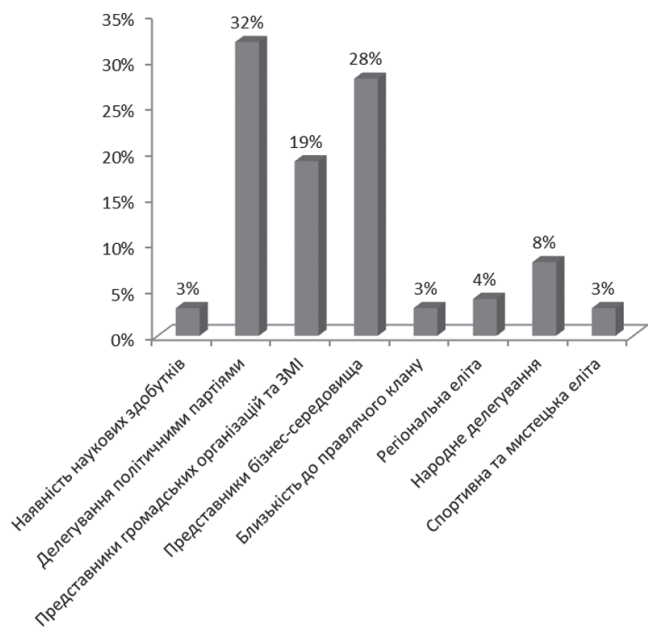
As we see, the first and main source of formation of the national political and managerial elite, which is very easy to measure quantitatively – the ruling elite, the “shareholders” of the parties and their close circle, based on the financial capabilities of the latter, which, in turn, violates the principles of equality. In addition, the ranks of the elite are actively replenished by business representatives.

It should be noted, that politicians continue to “draw” athletes, artists, guards, journalists. The latter often have not only appropriate professional training, but also the corresponding ability.

Also, one can speak of the rather low ability of parties and public organizations to act as a “social lift” for young leaders.

Channels of Recruiting of the political elite in the Ukrainian Parliament of VIII convocation (deputies selected on the lists of political parties)

The name of the deputy faction or group	Availability of scientific achievements	Delegation by political parties	Representatives of NGOs and mass media	Representatives of the business environment	Closeness to the ruling clan	Regional elite	People's delegation	Sports and art elite
Faction of the party "Petro Poroshenko Bloc"	1	24	17	12	2	4	4	4
Faction of the political party "People's Front"	2	30	7	13	1	2	7	1
Faction of the political party "Opposition bloc"	1	5	3	15	2	1	-	-
Faction of the political party "Self-help Association"	-	2	8	12	-	-	2	-
Faction of the Radical Party of Oleg Lyashko	1	4	3	5	2	1	3	1
Faction of the party "All-Ukrainian Association Batkivshchyna"	2	6	2	6	-	-	-	-
People's deputies, who are not part of any faction		2	3				2	



Distribution of deputies, selected on the lists of political parties by recruiting channels

As a result of the formation of the political class, the political and managerial elite is separated from the mechanisms of public representation, which allows to root the “power of the few” and “the power of the elders”, creating a political oligarchy [7, p. 8–10].

Conclusions and perspectives of further research. Thus, in today’s conditions, when our nation faces more and more challenges, the role of the elite, which has already been formed and does not change, will tend to weaken. At the same time, the importance of mechanisms will be increased, that provide the change of elites and the formation of new ones, that are most in line with the current stage of development of the country, which in turn will require the growth of the role of democratic channels of recruitment of the elite (parties, trade unions, public organizations).

Further research should focus on developing a new recruiting system for elites, based on competitive principles and institutionalization of the requirements for the personal and professional competence of representatives of the political and managerial elite.

REFERENCES

1. *Ashin G. K.* (1998), *Jelitologija. Smena i rekrutirovanie jelit*, PRIOR, Moskva, Russia.
2. *Ashin G. K.* (1998), “Formy rekrutirovanija politicheskikh jelit”, *Obshhestvennye nauki i sovremennost*, [Online], vol. 3, available at: <http://lib.4i5.ru/cu230.htm> (Accessed 1998).
3. *Yurij M. F.* (2006), *Politologhiia*, Dakor, Kyiv, Ukraine.
4. *Kriukov O. I.* (2006), *Polityko-upravlins'ka elita Ukrainy iak chynnyk derzhavotvorennia*, NADU, Kyiv, Ukraine.

5. *Lelich M.* (2014), “Znakomye vse lica. Kogo zhdat' v parlamente novogo sozzyva”, *Fokus*, available at: <http://focus.ua/country/316202/> (Accessed 24 sept. 2014).
6. *Korotkov D. S.* (2011) “Formuvannia politychnoi elity Ukrainy v konteksti elektoral'noho protsesu”, Abstract of Ph.D. dissertation, Politychni instytut ta protsesy, Skhidnoukrains'kyj natsional'nyj universytet im. V. Dalia, Luhans'k, Ukraine.
7. *Ukraina: parlaments'ki vybory i demokratii* (2007), *Biuletyn' “Tvij vybir–2007”*, UNTsPD, Kyiv, Ukraine.

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

1. *Ашин Г. К.* Элитология. Смена и рекрутирование элит. / Г. К. Ашин. — М.: ПРИОР, 1998. — 304 с.
2. *Ашин Г. К.* Формы рекрутирования политических элит / Г. К. Ашин. — Режим доступа: <http://ecsocman.hse.ru/data/807/717/1231/007Ashin.pdf>
3. *Юрій М. Ф.* Політологія: підручник / М. Ф. Юрій. — К.: Дакор, 2006. — 416 с.
4. *Крюков О. І.* Політико-управлінська еліта України як чинник державотворення: монографія / за наук. ред. Е. А. Афоніна. — К.: Вид-во НАДУ, 2006. — 252 с.
5. *Лелич М.* Знакомые все лица. Кого ждаты в парламенте нового созыва / М. Лелич // Фокус [Электронный ресурс]. — Режим доступа: <http://focus.ua/country/316202/>
6. *Коротков Д. С.* Формування політичної еліти України в контексті електорального процесу: автореф. дис. ... канд. політ. наук: спец. 23.00.02 / Д. С. Коротков; Східноукр. нац. ун-т ім. В. Далья. — Луганськ, 2011. — 19 с.
7. *Україна: парламентські вибори і демократія* / С. Конончук // Бюл. “Твій вибір–2007”. — К.: УНЦПД, 2007. — Вип. 8. — 2007. — 20 с.



UDC: 728

Chaplay Iryna Vitaliivna,

PhD in Public Administration, Executive Director of the Presidium of the civic scientific organization, "Ukrainian Assembly of doctors of science in public administration", PhD student of the Department of Public Administration, Interregional Academy of Personnel Management, 03039, Kyiv, Str. Frometivska, 2, tel.: (063) 951 78 55, e-mail: irina_pravo@ukr.net

ORCID: 0000-0003-4927-0610

Чаплай Ірина Віталіївна,

кандидат наук з державного управління, виконавчий директор Президії Всеукраїнської асамблеї докторів наук з державного управління, докторант кафедри публічного адміністрування, Міжрегіональна Академія управління персоналом, 03039, м. Київ, вул. Фрометівська, 2, тел.: (063) 951 78 55, e-mail: irina_pravo@ukr.net

ORCID: 0000-0003-4927-0610

Чаплай Ирина Витальевна,

кандидат наук по государственному управлению, исполнительный директор Президиума Всеукраинской ассамблеи докторов наук по государственному управлению, докторант кафедры публичного администрирования, Межрегиональная Академия управления персоналом, 03039, г. Киев, ул. Фрометовская, 2, тел.: (063) 951 78 55, e-mail: irina_pravo@ukr.net

ORCID: 0000-0003-4927-0610

PUBLIC-CIVIL COMMUNICATION – IMPORTANT PART OF PREPARATION AND ADOPTION OF GOVERNMENT-MANAGERIAL DECISIONS

Abstract. The article explores the essence of public-civil communication as one of the important components in proper public administration. The interrelation between social-civic potential and activity of public authorities is analyzed. The influence of communication on the development of public policy for making democratic decisions has been determined.

Keywords: state-civil communication, public authority, proper state management, social and civil potential.

ДЕРЖАВНО-ГРОМАДЯНСЬКА КОМУНІКАЦІЯ – ВАЖЛИВА СКЛАДОВА ПІДГОТОВКИ ТА ПРИЙНЯТТЯ ДЕРЖАВНО-УПРАВЛІНСЬКИХ РІШЕНЬ

Анотація. У статті досліджено сутність державно-громадянської комунікації як однієї з найвагоміших складових в належному державному управлінні. Проаналізовано взаємозв'язок соціально-громадянського потенціалу і діяльності органів державної влади. Визначено вплив комунікації на розвиток державної політики для прийняття демократичних рішень.

Ключові слова: державно-громадянська комунікація, орган державної влади, належне державне управління, соціально-громадянський потенціал.

ГОСУДАРСТВЕННО-ГРАЖДАНСКАЯ КОММУНИКАЦИЯ – ВАЖНАЯ ЧАСТЬ ПОДГОТОВКИ И ПРИНЯТИЯ ГОСУДАРСТВЕННО-УПРАВЛЕНЧЕСКИХ РЕШЕНИЙ

Аннотация. В статье исследована сущность государственно-гражданской коммуникации как одной из важных составляющих в надлежащем государственном управлении. Проанализирована взаимосвязь социально-гражданского потенциала и деятельности органов государственной власти. Определено влияние коммуникации на развитие государственной политики для принятия демократических решений.

Ключевые слова: государственно-гражданская коммуникация, орган государственной власти, надлежащее государственное управление, социально-гражданский потенциал.

Target setting. The role of civic participation in state development is one of the main areas of research in the field of political science, sociology, public administration. Communication is an important component of the preparation and adoption of public-management decisions. Moreover, in this context, it improves the institutional efficiency of public authorities and measures, in a certain extent, the managerial capacity of the government. I think that in communities with a high level of social and civil dialogue, the government is not like “external participant”, but a community partner. Secondly, communication efficiency does not always depend

on civic support, but can be improved through institutional reforms.

Analysis of recent research and publications. Issues devoted to the implementation of state-civil communication as one of the main indicators of the development of Ukraine as a democratic, social and legal state were investigated by: David Held, Ditland Scholl [2,3], Patnam, Robert D. [4], A. Kuchabsky, O. Bazhinova [5], E. Romanenko [6], Boyck, Carles and Daniel N. Posner [7], G. Simon [9], V. Kozakov [10], A. Gavrilyuk, A. Starostina, V. Tymoshchuk. Despite a large number of scientific advances, this problem remains insufficiently highlighted.

The purpose of the article is to determine the impact of state-civil communication on the development of state policy, which is indicated through its appropriate communicative dimension.

Presentation of the main research material. The origins of the emergence of social-civil dialogue began from the time of ancient Greece, where Pericles argued that the involvement of citizens in public affairs supports the general good [1]. Over time, many scholars have noted that the political culture of the population, directly, depends on its ability to participate in the management of public affairs, and this, in turn, contributes to the stability and durability of a democratic society. In the 90 years, the people's revolutions and in Central and Eastern Europe renewed interest in the force of social and civic participation [2]. Membership in voluntary associations is considered a central element in creating social capital, knowledge and making citizens more confident in the activities of the authorities. The level of trust in the government in Germany and Sweden was studied using such communicative tools as questionnaires on the peculiarities of government activities. The analysis of the received data determines in what extent various group characteristics (such as demographic diversity, social security) are related to the general trust of citizens to the activities of power structures [3].

In his book "Making Democracy Work" (1993), Patnem tracks the participation of regional governments in Italy in involving citizens in the management of public affairs. His main conclusion is that "the larger the civil contexts, the better the government" [4],

which suggests that the formation of dense networks of civil society organizations contributed to the development of democratic institutions. The author states that the states with a high level of the interaction between government and society shows a greater degree of interpersonal trust and is more willing to participate in collective communication in favor of the common good.

According to Patnem, the "peculiarities" of social-civilian organizations such as trust, justice, communication at a high level form the "public capital fund". In this context, he describes the role of non-political voluntary participation of citizens in the management of state affairs, which facilitates cooperation, provides creation of trust. In addition, in his statistical analysis of the evolution of civic participation, industrialization and social welfare, for the period from the 1870s to the 1970s, there was a strong correlation between communication provision and economic development: "social and civic potential implies an economy" [4, p. 157].

The relationship between socio-civic potential and good governance is explored in detail by both domestic and foreign scholars in literature.

Patnam in his book writes that citizens expect a better government, they demand a more efficient civil service, and they are ready to act collectively in order to achieve common goals. They not only assume on them the role of alien applicants, but in turn, require from the government to facilitate social infrastructure of public entities, better communication capabilities and the prevalence of democratic values, both for officials and for citizens. The most fundamental principle for civil society

is the ability to cooperate for common interests.

In this regard, analyzing the current state of legal regulation of communication between public authorities and the public its possible to come to the conclusion that today the state of communication is not fully in line with the interests and wishes of citizens [5, p. 199]. In view of this, the task of building a modern socially oriented state is appeared, the success of which is provided by such important factors as knowledge of the desires and needs of citizens, a quick and flexible response to their demands.

This is ensured by studying the possibilities and effective use of various methods, forms and methods of promoting state-owned goods and services, forming demand of existing and potential consumers on the basis of public marketing, which actualizes the problem under investigation. According to the words of Professor Y. A. Romanenko, communication itself today provides the implementation of new normative-value and ideological aspects of state policy, the adoption of universal approaches to public participation in the processes of assessing the activities of state authorities and providing relevant public-management services [6, p. 6].

In their works, Carl Boyck and Daniel Postner [5] write that in order to establish a high level of cooperation between citizens and the government it is necessary to apply, first of all, an institutional approach. The authors put forward a hypothesis about five scenarios that contribute to socio-civic dialogue.

The first scenario assumes that the effectiveness of state development is based on the ability of citizens to educate in government officials the respon-

sible for their management [7, p. 9–10]. In this context, such communicative means as forums, meetings, hearings of citizens for discussion of the problems of society and formulation of common interests and requirements become especially relevant. The level of authority of public authorities depends on the general approval of the public.

The second scenario states that increasing of the welfare of the state directly depends from the level of citizens' confidence in the state authorities. This should provoke a change in the philosophy of thinking of officials and create more interest in them in order to adopt more community-oriented decisions, and not in favor of their own interests.

The third scenario states that the proper organization of the communicative process reduces government spending on state policy, since it allows, at the initial stage, to diagnose the lack of satisfaction of citizens by those or other laws. Less need to be invested in law enforcement mechanisms, the government has more resources to modernize its administration and provide a wider range of public services.

The development of the fourth scenario is aimed on the achieving of a social compromise for the welfare of the community. As a result, political institutions are more effective and flexible to overcome social fractures and establish adaptive human-orientation practices.

The fifth scenario provides a more detailed picture of the micro connection of social and civil dialogue. The dialogue should be competitive or consensual-contractual, including power-management tools. Such a dialogue does not involve confrontation, since such a form of relations is based only

on information exchange, that is, communication, which involves the transfer from one actor of state-management practice of certain meanings by means of language, images, gestures, facial expressions and other symbolic forms which provide implementation of inter-communication interaction.

In general, each of the above-mentioned scenarios is an important attribute of the country's state development in general. The absence or incompleteness of a real-life social and civil dialogue, which would be accompanied by the use of meaningful and truthful, and, most importantly, the creative communication ties, does not make it possible to determine the rationality and effectiveness of the organization of public administration and to provide practical recommendations for its improvement in general.

In this case, it is especially important to take into account the needs, interests and objectives of the object of state administration. As Joan Caddy correctly notes, "subjective-object feedbacks characterizes the expediency and rationality of its own, internal organization and activity of the subject of public administration in general, its subsystems, links and individual components. They provide an opportunity to see, understand, and evaluate how each lower level responds on the decisions and actions of the higher, how and how it takes them into account in their activities, its real relevance to the higher level, etc." [5, p. 197].

In the opinion of Margit Tavits, the main stages in the development of the social and civilian potential of state development should take place by adopting a two-dimensional measure of re-

sponsibility for both parties: the state and citizens. Citizens should actively work in cooperation with government agencies in order to obtain the appropriate level of trust. The government, in turn, should promote to the mobilization of citizens, which should serve as the basis for political initiatives.

The political activity of the government, in response to social requirements, is measured by the amount of resources allocated on a proper communication and organizational and resource support for such, most demanded spheres as: medicine, housing and communal services, education, etc.

In general, the influence of communication on the development of state policy is manifested through its appropriate communicative dimension, under which proposed to understand the basic principles and criteria of information influence of public administration entities on the public, in the process of implementing authority and relevant power and management relations. This indicates that communicative essence is an indispensable attribute in the process of formation and implementation of state policy, since it traditionally involves the establishment of reciprocal interaction between public authorities and the public.

Interestingly, in this regard, is the approach of Eric E. Peterson, a professor of communications and journalism of the University of Minsk, in his report "Introduction to Communication and Public Policy" in 2008, he writes that the dissemination of information about the activities of public institutions for the public has important role for the development of a democratic society. Public-civic communication involves

citizens in discussions about public services that can push legislators to resolve issues, he adds in a report that he wrote for the 2008 International Communications Colloquium.

Truly democratic decisions can be made at the state level only when information about them may be available for the discussion in the necessary volume for citizens, writes political scientist M. Dale Beckman in 1975 in the article "The problem of effective communication with public policy: Bill C-256 and Winnipeg Businessmen "for the" Canadian Journal of Political Science" [8].

Conclusions. In this regard, it can be argued that each state authority needs some information to make democratic decisions. Provision of communication tools determines the peculiarities of communication within the public administration. According to Herbert A. Simon, who is known for his theory of administrative behavior, "without communication there can be no organization" [9].

In his concept about communication in public administration, the matter is that the organization of public administration is a two-way process: it is understood as the transfer of information from a certain decision-making center and the transfer of the decisions themselves received from this center to other parts of the organization.

This is a process that occurs upwards, downwards and transversely in all government bodies for the implementation of a single state communicative policy, through the creation of a system of influence on public opinion, that is an important element in the formation and support of effective feedback from citizens in order to monitor

the situation and evaluate the results of their work [10, p. 34].

The state authority should provide the necessary communication channels, which take place in all directions of its activity. Further research should include the development of new mechanisms for improving existing communications channels, which are formal and informal, and the creation of new mechanisms for state-civil communication.

REFERENCES

1. *Held David*. 2006. *Models of Democracy*. Cambridge: Cambridge University Press.
2. *Stolle Dietlind*. 1998. "Bowling Together, Bowling Alone: The Development of Generalized Trust in Voluntary Associations" *Political Psychology*, 19(3): 497–525, doi: 10.1111/0162-895X.00115
3. *Dietlind Stolle* *Bowling Together, Bowling Alone: The Development of Generalized Trust in Voluntary Associations* // *Political Psychology*, Vol. 19, № 3, 1998, available at: http://onlinelibrary.wiley.com/doi/10.1111/0162-895X.00115/epdf?r3_referer=wol&tracking_action=preview_click&show_checkout=1&purchase_referrer=onlinelibrary.wiley.com&purchase_site_license=LICENSE_DENIED
4. *Putnam Robert D*. 1993. *Making Democracy Work: Civic Traditions in Modern Italy*. Princeton: Princeton University Press.
5. *Kuchabsky A. G., Bazhinova O. A.* (2012) "Mechanisms of communication between the authorities and the public 'in the conditions of globalization'", *Publichne upravlinnya: teoriya ta praktyka*, vol. 4 (12), p. 196–201.
6. *Romanenko E. A.* (2014), *Komunikatyvna polityka derzhavy: teoretyko-metodolohichnyy analiz* [Communi-

cative policy of the state: theoretical and methodological analysis], NADU, Kyiv, Ukraine.

7. *Boix Carles and Daniel N. Posner*. 1996. "Making Social Capital Work: A Review of Robert Putnam's Making Democracy Work: Civic Traditions in Modern Italy." Working Paper № 96-04. Weatherhead Center for International Affairs, Harvard University. URL (cited on 5 October 2012): <http://www.wcfia.harvard.edu/sites/default/files/96-04.pdf>
8. <http://www.jstor.org/stable/i362095?refreqid=excelsior%3Aefcbcab3327e591a094c66b6e4b3502>
9. *Simon H. A.* Administrative Behavior. — A Study of Decision-Making Processes in Administration Organization. Second Edition, The Free Press, New York, Collier-Macmillan Limited, London; 1965, p. 154.
10. *Kozakov V., Rashkovskaya O.* (2015), "Civic communication as a factor in reforming public administration: an archetypal approach", *Publichne upravlinnya: teoriya ta praktyka*, [Online], vol. 1, available at: http://nbuv.gov.ua/UJRN/Pubupr_2015_1%28spets._9 (Accessed 29 Aug 2017).

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

1. *Held David*. 2006. Models of Democracy. Cambridge: Cambridge University Press.
2. *Stolle Dietlind*. 1998. "Bowling Together, Bowling Alone: The Development of Generalized Trust in Voluntary Associations" *Political Psychology*, 19(3): 497–525, doi: 10.1111/0162-895X.00115
3. *Dietlind Stolle* Bowling Together, Bowling Alone: The Development of Generalized Trust in Voluntary Associations // *Political Psychology*, Vol. 19, № 3, 1998, available at: [\[library.wiley.com/doi/10.1111/0162-895X.00115/epdf?r3_referer=wol&tracking_action=preview_click&show_checkout=1&purchase_referrer=onlinelibrary.wiley.com&purchase_site_license=LICENSE_DENIED\]\(http://library.wiley.com/doi/10.1111/0162-895X.00115/epdf?r3_referer=wol&tracking_action=preview_click&show_checkout=1&purchase_referrer=onlinelibrary.wiley.com&purchase_site_license=LICENSE_DENIED\)](http://online-</div><div data-bbox=)

4. *Putnam Robert D.* 1993. Making Democracy Work: Civic Traditions in Modern Italy. Princeton: Princeton University Press.
5. *Кучабський А. Г., Бажинова О. А.* Механізми комунікації влади та громадськості в умовах глобалізації / А. Г. Кучабський, О. А. Бажинова // *Публічне упр.: теорія та практика*. — 2012. — № 4 (12). — С. 196–201.
6. *Комунікативна політика держави: теоретико-методологічний аналіз: монографія / Є. О. Романенко*. — К.: НАДУ, 2014. — 400 с.
7. *Boix Carles and Daniel N. Posner*. 1996. "Making Social Capital Work: A Review of Robert Putnam's Making Democracy Work: Civic Traditions in Modern Italy." Working Paper № 96-04. Weatherhead Center for International Affairs, Harvard University. URL (cited on 5 October 2012): <http://www.wcfia.harvard.edu/sites/default/files/96-04.pdf>
8. <http://www.jstor.org/stable/i362095?refreqid=excelsior%3Aefcbcab3327e591a094c66b6e4b3502>
9. *Simon H. A.* Administrative Behavior. — A Study of Decision-Making Processes in Administration Organization. Second Edition, The Free Press, New York, Collier-Macmillan Limited, London; 1965, p. 154.
10. *Громадянська комунікація як чинник реформування державного управління: архетипний підхід / В. Козаков, О. Рашковська* // *Публічне управління: теорія та практика*. — 2015. — Вип. 1 (спец. вип.). — С. 33–39. — Режим доступу: http://nbuv.gov.ua/UJRN/Pubupr_2015_1%28spets._9

UDC: 351

Bilous Alla Alexandrovna,

PhD in History, Associate Professor, director of the Institute for the Training of Scientific Personnel, Interregional Academy of Personnel Management, 03039, Kyiv, Str. Frometivska, 2, tel.: (067) 468 08 50; e-mail: aspirant@iapm.edu.ua

ORCID: 0000-0003-0881-5944

Білоус Алла Олександрівна,

кандидат історичних наук, доцент, директор інституту підготовки наукових кадрів, Міжрегіональна Академія управління персоналом, 03039, м. Київ, вул. Фрометівська, 2, тел.: (067) 468 08 50; e-mail: aspirant@iapm.edu.ua

ORCID: 0000-0003-0881-5944

Белоус Алла Александровна,

кандидат исторических наук, доцент директор института подготовки научных кадров, Межрегиональная Академия управления персоналом, 03039, м. Киев, ул. Фрометовская, 2, тел.: (067) 468 08 50; e-mail: aspirant@iapm.edu.ua

ORCID: 0000-0003-0881-5944

Cheruyakova Olga Volodymyrivna,

Doctor of Science in Public Administration, Professor of the Department of Public Administration, Interregional Academy of Personnel Management, 03039, Kyiv, Str. Frometivska, 2, tel.: (093) 871 00 48, e-mail: Olga_2006@bigmir.net

ORCID: 0000-0002-4368-5324

Червякова Ольга Володимирівна,

доктор наук з державного управління, професор кафедри публічного адміністрування, Міжрегіональна Академія управління персоналом, 03039, м. Київ, вул. Фрометівська, 2, тел.: (093) 871 00 48; e-mail: Olga_2006@bigmir.net

ORCID: 0000-0002-4368-5324

Червякова Ольга Владимировна,

доктор наук по государственному управлению, профессор кафедры публичного администрирования, Межрегиональная Академия управления персоналом, 03039, г. Киев, ул. Фрометовская, 2, тел.: (093) 871 00 48; e-mail: Olga_2006@bigmir.net

ORCID: 0000-0002-4368-5324



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

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

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

ФОРМУВАННЯ ГРОМАДЯНСЬКОГО СУСПІЛЬСТВА ЯК ОСНОВИ СТАЛОГО РОЗВИТКУ В УКРАЇНІ

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

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

ФОРМИРОВАНИЕ ГРАЖДАНСКОГО ОБЩЕСТВА КАК ОСНОВЫ УСТОЙЧИВОГО РАЗВИТИЯ В УКРАИНЕ

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

tives and principles of the foreign policy of Ukraine.

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

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

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

a) strengthening contacts and mutual exchange of experience between all

sectors of civil society in Ukraine and EU Member States;

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- determine the procedure for providing administrative services;

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The Public Council has the right to [10]:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

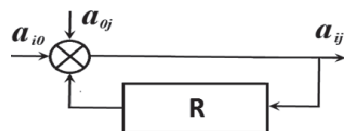
Where, a — the result of interaction between civil society institutions and state administration institutions; n — number of civil society institutions; m — number of state administration institutions

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

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

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

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



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

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

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

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

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

REFERENCES

1. *Bakumenko V., Popov S.* (2015), “Paradigm of innovative society development: modern concepts of reforming public administration”, *Efektivnist derzhavnoho upravlinnya. Zbirnyk naukovykh prats* [Effectiveness of public administration. Collection of scientific works.], Vol. 43, p. 21–28.
2. *Haman P. I.* (2011), “Object-communicative paradigm of the organization and functioning of local self-government”, *Derzhavne upravlinnya: udoskonalennya ta rozvytok* [Public Administration: Improvement and Development], № 9, available at: http://nbuv.gov.ua/UJRN/Duur_2011_9_3 (Accessed 4 July 2017).
3. *Derzhavne upravlinnya v Ukraini, Public Administration in Ukraine.* (2002), Lviv: Lviv Polytechnic, 352 p.
4. *Wikipedia.* (2017), “Feedback”, available at: https://uk.wikipedia.org/wiki/%D0%97%D0%B2%D0%BE%D1%80%D0%BE%D1%82%D0%BD%D0%B8%D0%B9_%D0%B7%D0%B2%D1%8F%D0%B7%D0%BE%D0%BA (Accessed 7 July 2017).
5. *Scientific development.* (2013), “Conceptual basis of development of the field of science “Public Administration”, Kyiv, NAPA, 48 p.
6. *Knyazev S. N.* (2006) “Nauka in state administration and state management in science”, *Materialy mezhdunarodna nauchno-prakticheskoy konferentsii* [Materials of international scientific-practical conference] *Mezhdunarodna nauchno-prakticheskaya konferentsiya: Podgotovka nauchnykh kadrov vyshey kvalifikatsii s tsel'yu obespecheniya innovatsionnogo razvitiya ekonomiki* [International Scientific and Practical Conference: Preparation of scientific personnel of the highest qualification for the purpose of ensuring innovative development of the economy] Minsk, State Enterprise “BelISA” available at: <http://www.belisa.org.by/ru/izd/other/Kadr2006/kadr10.html> (Accessed 26 June 2017).
7. *Kun Thomas* (2001), “The structure of scientific revolutions”, Kyiv, Port-Royal, available at: <http://litopys.org.ua/kuhn/kuhn02.htm> (Accessed 28 June 2017).
8. *Molodtsov A. V.* (2003), “The Siatov paradigm of territorial development as a scientific problem”, *Analitychnyy resurs mistsevoho rehional'noho rozvytku. Proekt delehatsiyi Ukrayiny v Konhresi mistsevnykh rehional'nykh vlad v Yevropi (KMPB)*, available at: <http://www.academy.gov.ua/ej2/txts/region/05movrnp.pdf> (Accessed 7 July 2017).

9. *The Verkhovna Rada of Ukraine* (2016), The Decree of the President of Ukraine dated February 26, 2016 No. 68/2016, "Strategy for promoting the development of civil society in Ukraine for 2016–2020." available at: <http://zakon5.rada.gov.ua/laws/show/68/2016> (Accessed 28 July 2017).
10. *Cabinet of Ministers of Ukraine* (2010), Resolution of the Cabinet of Ministers of Ukraine of November 3, 2010 № 996, "On ensuring public participation in the formation and implementation of state policy", available at: <http://zakon5.rada.gov.ua/laws/show/996-2010-%D0%BF> (Accessed 28 June 2017).
11. *The Verkhovna Rada of Ukraine* (2010), The Law of Ukraine, "About the principles of domestic and foreign policy", available at: <http://zakon3.rada.gov.ua/laws/show/2411-17> (Accessed 28 July 2017).
12. *The Verkhovna Rada of Ukraine* (2010), The Law of Ukraine, "About public associations", available at: <http://zakon0.rada.gov.ua/laws/show/4572-17> (Accessed 30 July 2017).
13. *Dictionary of the Ukrainian language: in 11 volumes* (1973), Vol 4, p. 34.
14. *Kharchenko N. P.* (2007), "Concept of state mechanism, scientific researches of theoretical and legal definitions", Vol. 20 (59), № 2, p. 278–284.
15. *The Verkhovna Rada of Ukraine* (2014), "The Association Agreement between Ukraine, on the one hand, and the European Union, the European Atomic Energy Community and their Member States, on the other", available at: http://zakon5.rada.gov.ua/laws/show/984_011 (Accessed 30 July 2017).
16. *Cheruyakova O. V.* (2015) *Mekhanizmy transformatsiyi derzhavnoho upravlinnya v umovakh suspil'nykh zmin: Monohrafiya* [Mechanisms of the Transformation in Public Administration under the Conditions of Public Changes], LLC "NPP" Interservice", Kyiv, Ukraine. P. 390.
17. *Tsigulov S. Yu.* (2017), *Filosofiya lyudynotsentryzmu – paradyhmal'nyy shlyakh rozvytku suspil'stva* [The philosophy of human-centeredness – the paradigm path of development of society], available at: <http://nauka.zinet.info/17/tsygulyov.php> (Accessed 5 July 2017).
18. *Woodrow Wilson.* June, 1887. *The Study of Administration*, *Political Science Quarterly* Vol. 2, № 2 (Jun., 1887), p. 197–222. – available at: http://www.commentary.com/admin_thoughts_1887.pdf (Accessed 3 July 2017).

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

1. *Бакуменко В., Попов С.* Парадигма інноваційного розвитку суспільства: сучасні концепції реформування публічного управління // В. Бакуменко, С. Попов // *Ефективність державного управління: зб. наук. пр.* – 2015. – Вип. 43
2. *Гаман П. І.* Суб'єкт-об'єктна та комунікативна парадигми організації і функціонування місцевого самоврядування / П. І. Гаман // *Державне управління: удосконалення та розвиток.* – 2011. – № 9. – Режим доступу: http://nbuv.gov.ua/UJRN/Duur_2011_9_3
3. *Державне управління в Україні* / за заг. ред. Н. Р. Нижник, В. М. Олуйка. – Львів : Львів. політехніка, 2002. – 352 с.
4. *Зворотний зв'язок: вікепедія.* – Режим доступу: https://uk.wikipedia.org/wiki/%D0%97%D0%B2%D0%BE%D1%80%D0%BE%D1%82%D0%BD%D0%B8%D0%B9_%D0%B7%D0%B2%D1%8F%D0%B7%D0%BE%D0%BA

5. *Концептуальні засади розвитку галузі науки “Державне управління” : наук. розроб. / кол. авт.: К. О. Ващенко, Ю. П. Сурмін, Л. І. Загайнова та ін. / за заг. ред. К. О. Ващенко, Ю. П. Сурміна, Л. І. Загайнової. — К. : НАДУ, 2013. — 48 с.*
6. *Князев С. Н. Наука в государственном управлении и государственное управление в науке / С. Н. Князев, И. И. Ганчеренок // Подготовка научных кадров высшей квалификации с целью обеспечения инновационного развития экономики: материалы междунар. науч.-практ. конф. / под ред. И. В. Войтова и др. — Минск : ГУ “БелИСА”, 2006 [Электронный ресурс]. — Режим доступа: <http://www.belisa.org.by/ru/izd/other/Kadr2006/kadr10.html>*
7. *Кун Томас. Структура научных революций / Томас Кун. — К.: Port-Royal, 2001. — 228 с. — Режим доступа: <http://litopys.org.ua/kuhn/kuhn02.htm>*
8. *Молодцов О. В. Сітьова парадигма територіального розвитку як наукова проблема. Держава та регіони / О. В. Молодцов // Аналітичний ресурс місцевого регіонального розвитку. Проект делегації України в Конгресі місцевих регіональних влад в Європі (КМПБ). — 2003. — Режим доступу: <http://www.academy.gov.ua/ej2/txts/region/05movtpr.pdf>*
9. *Національна Стратегія сприяння розвитку громадянського суспільства в Україні на 2016–2020 роки: Указ Президента України від 26 лютого 2016 р. № 68/2016 // Офіц. сайт Верховної Ради України. — Режим доступу: <http://zakon5.rada.gov.ua/laws/show/68/2016>*
10. *Про забезпечення участі громадськості у формуванні та реалізації державної політики. Постанова КМУ від 3 листопада 2010 р. № 996 // Офіц. сайт Верховної Ради України. — Режим доступу: <http://zakon5.rada.gov.ua/laws/show/996-2010-%D0%BF>*
11. *Про засади внутрішньої і зовнішньої політики: Закон України, ВВР, 2010 № 40, ст. 527 [Електронний ресурс] // Офіц. сайт Верховної Ради України. — Режим доступу: <http://zakon3.rada.gov.ua/laws/show/2411-17>*
12. *Про громадські об’єднання: Закон України // ВВР України. — 2013. — № 1. — Ст. 1. — Офіц. сайт Верховної Ради України. — Режим доступу: <http://zakon0.rada.gov.ua/laws/show/4572-17>*
13. *Словник української мови: в 11 т. — Т. 4, 1973. — С. 34.*
14. *Харченко Н. П. Поняття механізму держави, наукові пошуки теоретико-правової дефініції / Н. П. Харченко // Ученые записки Таврического нац. ун-та им. В. И. Вернадского. — 2007. — Т. 20 (59). — № 2. — С. 278–284. — (Серия: “Юрид. науки”).*
15. *Угоди про асоціацію між Україною, з однією сторони, та Європейським союзом, Європейським співтовариством з атомної енергії і їх державами-членами, з іншої сторони // Офіц. сайт Верховної Ради України. — Режим доступу: http://zakon5.rada.gov.ua/laws/show/984_011*
16. *Червякова О. В. Механізми трансформації державного управління в умовах суспільних змін: монографія / О. В. Червякова. — К. : ТОВ “НВП” Інтерсервіс”, 2015. — 390 с.*
17. *Цигульов С. Ю. Філософія людиноцентризму — парадигмальний шлях розвитку суспільства // Інтелект портал nauka.zinet.info — Режим доступу: <http://nauka.zinet.info/17/tsygulyov.php>*
18. *Woodrow Wilson. June, 1887. The Study of Administration, Political Science Quarterly Vol. 2, № 2 (Jun., 1887), p. 197–222. — Режим доступу: http://www.commentary.com/admin_thoughts_1887.pdf*

UDC: 35.075:004

Chukut Svitlana Anatoliyivna,

Doctor of science in Public Administration, Professor, Acting Head of the Department of the Theory and Practice of Management, National Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute", 03056, Kiev, Prosp. Peremohy, 37, building 7, office 523, tel.: (044) 204 92 18; e-mail: svchukut@gmail.com

ORCID: 0000-0001-9829-0218

Чукут Світлана Анатоліївна,

доктор наук з державного управління, професор, в. о. завідувача кафедри теорії та практики управління, Національний технічний університет України "Київський політехнічний інститут ім. Ігоря Сікорського", 03056, м. Київ, проспект Перемоги, 37, корпус 7, каб. 523, тел.: (044) 204 92 18; e-mail: svchukut@gmail.com

ORCID: 0000-0001-9829-0218

Чукут Светлана Анатольевна,

доктор наук по государственному управлению, профессор, и. о. заведующего кафедры теории и практики управления, Национальный технический университет Украины "Киевский политехнический институт им. Игоря Сикорского", 03056, г. Киев, проспект Победы, 37, корпус 7, каб. 523, тел.: (044) 204 92 18; e-mail: svchukut@gmail.com

ORCID: 0000-0001-9829-0218

Dmytrenko Valeriy Ivanovich,

Applicant of the Department of the Theory and Practice of Management, National Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute", 03056, Kyiv, Prosp. Peremohy, 37, building 7, office 523, tel.: (044) 204 92 18; e-mail: dmytrenko.valeryi@gmail.com

ORCID: 0000-0002-0850-9974

Дмитренко Валерій Іванович,

здобувач кафедри теорії та практики управління, Національний технічний університет України "Київський політехнічний інститут ім. Ігоря Сікорського", 03056, м. Ки-



їв, проспект Перемоги, 37, корпус 7, каб. 523, тел.: (044) 204 92 18; e-mail: dmytrenko.valeryi@gmail.com

ORCID: 0000-0002-0850-9974

Дмитренко Валерій Іванович,

соискатель кафедры теории и практики управления, Национальный технический университет Украины “Киевский политехнический институт им. Игоря Сикорского”, 03056, г. Киев, проспект Победы, 37, корпус 7, каб. 523, тел.: (044) 204 92 18; e-mail: dmytrenko.valeryi@gmail.com

ORCID: 0000-0002-0850-9974

INTEROPERABILITY AS A NECESSARY CONDITION FOR THE IMPLEMENTATION OF E-GOVERNANCE: EXPERIENCE OF THE EUROPEAN UNION

Abstract. The article is devoted to investigating the most topical issues in the implementation of e-governance in the European Union is to provide interoperability, both at the local and national levels. The article analyzed the European Interoperability Framework and the Interoperability Action Plan, developed in accordance with the modern requirements of the development of e-governance and the formation of a single European digital market. Researched the most interesting tools and solutions that are developed and applied in the European Union for the implementation of the interoperability of e-governance. Made up for the opportunity to use the experience of the European Union to ensure interoperability when implementing e-governance at the local level in Ukraine.

Keywords: e-governance, e-governance at local level, interoperability, principles interoperability, electronic services.

СУМІСНІСТЬ ЯК НЕОБХІДНА УМОВА ВПРОВАДЖЕННЯ ЕЛЕКТРОННОГО УРЯДУВАННЯ: ДОСВІД ЄВРОПЕЙСЬКОГО СОЮЗУ

Анотація. Стаття присвячена дослідженню найбільш актуальної проблеми впровадження електронного урядування в Європейському Союзі — забезпечення сумісності як на місцевому, так і на національному рівнях. У статті проаналізовані нова рамкова програма Європейського Союзу зі сумісності та План дій зі сумісності, які розроблені відповідно до сучасних вимог розвитку електронного урядування та формування єдиного європейського цифрового ринку. Досліджено найцікавіші інструменти та рішення, які розроблені та застосовуються в Європейському Союзі задля впровадження сумісності у сфері електронного урядування. Обґрунтовано можливість використання досвіду Європейського Союзу для забезпечення су-

місності при впровадженні електронного урядування на місцевому рівні в Україні.

Ключові слова: електронне урядування, електронне урядування на місцевому рівні, сумісність, принципи сумісності, електронні послуги.

СОВМЕСТИМОСТЬ КАК НЕОБХОДИМОЕ УСЛОВИЕ ВНЕДРЕНИЯ ЭЛЕКТРОННОГО УПРАВЛЕНИЯ: ОПЫТ ЕВРОПЕЙСКОГО СОЮЗА

Аннотация. Статья посвящена исследованию наиболее актуальной проблемы внедрения электронного управления в Европейском Союзе — обеспечению совместимости как на местном, так и на национальном уровнях. В статье проанализирована новая рамковая программа Европейского Союза по совместимости и План действий по совместимости, которые разработаны в соответствии с современными условиями развития электронного управления и формирования единого европейского цифрового рынка. Исследованы самые интересные инструменты и решения, которые разработаны и используются в Европейском Союзе с целью внедрения совместимости в сфере электронного управления. Сделаны выводы по поводу возможности использования опыта Европейского Союза для обеспечения совместимости при внедрении электронного управления на местном уровне в Украине.

Ключевые слова: электронное управление, электронное управление на местном уровне, совместимость, принципы совместимости, электронные услуги.

Formulation of the problem. In recent years, the attention of the government's leadership in implementing e-governance has been increasing in Ukraine. The interest in the development of the e-governance also arises at the level of local self-government and local administrations. This is explained by effectiveness of use of the e-government in the fight against corruption, the establishment of interconnection with civil society, improvement of quality of the public services, etc. Especially, the implementation of the e-governance becomes relevant in the context of European integration processes, that take place in our country. Unfortunately, these processes are moving not

so actively as the Ukrainians seek and, above all, it is connected with the necessity of priority solution of the number of the problems, that hinder the path to this goal. One of the pressing issues, that impede the effective implementation of the e-governance at both the national and local levels in Ukraine is the compatibility issue. The solution to this problem depends on the reform of the public administration system, in particular the quality of providing electronic services to citizens and businesses, the exchange of information and data, the electronic interaction between government and local self-government bodies, and the protection of personal data and information resources. For

the European Union in the context of the e-government development and the emergence of a single European digital market, the constant task is to ensure compatibility between legal instruments, business processes, information exchange and components, that are necessary for the provision of electronic European public services.

Analysis of recent researches and publications. The issue of compatibility in the implementation of the e-governance has not yet become the subject of a separate study of domestic scholars. Among the publications of domestic researchers, it should be noted the work of S. A. Chukut and O. V. Zagvoysky [1], where the issue of compatibility was considered in the context of the need of training the masters in the e-governance in the light of European experience.

The recently approved decree of the Cabinet of Ministers of Ukraine dated September 20, 2017, the Concept of e-governance development in Ukraine [2], includes, in particular, the following two important principles, which are directly related to the problem of compatibility: one-time input of information and default compatibility, which determines the need for the design and operation of information and telecommunication systems in the authorities in accordance with common open standards and requirements for ensuring their further interoperability and electronic interactions and reuse.

The purpose of the article is to analyze the experience of the European Union in solving the compatibility problem with the introduction of the e-governance with the possibility of its adaptation to Ukraine's needs.

Presenting main material. In March 2010, the European Commission launched the Europe 2020 Strategy [3] to cope with the crisis and prepare the EU economy for challenges of the next decade. The strategy aims to achieve a high level of employment, productivity and social cohesion, to be implemented in concrete actions at the level of the EU and the Member States.

One of the seven initiatives of the Strategy is the "Digital Agenda for Europe" [4], adopted in 2010, which identifies the key role of ICTs in meeting the ambitious objectives of the "Europe 2020" Strategy. The purpose of the agenda is to determine the course for maximizing the social and economic potential of ICT, first of all, the Internet as an intermediary in economic and social activities: for business, work and receiving of electronic (digital) services.

Particular attention in this context is the solution to the problem of compatibility, since without this, it is impossible to form an effective digital agenda. In particular, the importance of achieving compatibility of software and content, optimization of relevant standards. At the same time, it is envisaged to improve the existing legislation to increase interoperability in order to ensure effective communication between digital components such as devices, networks and data warehouses. Achieving this goal will promote innovation, economic growth, improving the lives of citizens, addressing the challenges of Europe, and ensuring a better quality of life, for example, better health care systems, safe and efficient transport links, a cleaner environment, new media opportunities, lightweight access to public e-services and cultural content. In

addition, the combination of new technologies, open technical conditions, innovation architecture and public sector information will provide more opportunities for people with limited resources.

The ISA² program [6] was adopted in November 2015 by the European Parliament and the Council of the European Union. The goal of the program is to support the development of digital solutions, that enable public administrations, businesses and citizens of Europe to use compatible cross-border and inter-sectoral public services. The ISA² is for the period from January 1, 2016 to December 31, 2020. It has become a logical continuation of the ISA program [5], which lasted from 2010–2015. Features of the new program include: Ensuring proper coordination at the EU-level cooperation activities; development and adoption of administrative decisions by state administrations, based on the needs of business and citizens; the introduction of the necessary tools for enhancing interoperability at the level of the European Union and at the national level, including the local and regional levels of implementation of e-governance.

The ***European Interoperability Strategy*** (EIS), which includes recommendations on the interaction, exchange and cooperation between European state administrations for the provision of European public services across national borders and sectors, should be singled out.

In March 2017 the European Interoperability Framework (EIF) [7] and the Compatibility Action Plan [8], for the period 2017–2020, were adopted. It should be noted, that the Compatibility Action Plan provides specific

guidance on the establishment of compatible electronics (digital) public services. In particular, in this plan, state administrations are offered specific recommendations for improving interoperability management, establishing interrelationships between organizations, and simplifying the processes, needed to provide e-services. In addition, legislative regulation of interoperability is envisaged in order to avoid obstacles to its implementation. Successful implementation of the EIF should improve the quality of European public services and create an environment in which state administrations can collaborate digitally.

Compatibility is defined as the ability of organizations (public administrations or their associations) to interact for the achievement of common and agreed goals, including the exchange of information and knowledge between these organizations, through business processes, through the exchange of data between their ICT systems [7, p. 5].

The compatibility action plan focuses on five main areas [8]:

1) ensuring the management, coordination and exchange of interoperability initiatives, envisaging the regulation and coordination of interoperability initiatives in the EU and national levels, as well as ensuring implementation and monitoring of the implementation of the compatibility action plan;

2) Developing interoperability organizational solutions by ensuring and using appropriate capabilities (such as interoperability agreements) and artifacts (for example, business process models);

3) engagement of interested parties and increased awareness of interoper-

ability, implies encouraging state administrations to use existing and new compatibility solutions in applying the EIF principles, as well as relevant recommendations and models.

Attention will also be paid to the design and development of utilities, based on the needs of users.

4) development, maintenance and growth of the basic interoperability systems includes:

identification, development, improvement, support and design of compatible services and tools, standards and specifications;

5) design, support and development of auxiliary tools for interoperability includes:

identification, development, improvement, support and design of tools, that support the implementation, assessment and monitoring of interoperability activities.

The interoperability framework defines three types of interactions:

- A2A (administration to administration), which refers to interactions between public administrations (e. g. Member State or EU Institutions);

- A2B (administration to business), which refers to interactions between public administrations (in a Member State or an EU Institution) and businesses;

- A2C (administration to citizen), which refers to interactions between public administrations (in a Member State or an EU institution) and citizens.

Particular attention should be paid for implementation of e-government in compliance with the principles of interoperability, namely: subsidiarity (priority systems) and proportionality; openness; Transparency; reuseabil-

ity; technological neutrality and data transfer; custom-centricity; inclusion and accessibility; security and privacy; multilingualism; administrative simplification; information storage; evaluation of efficiency and effectiveness [7].

Joinup is a joint platform, set up by the European Commission and funded by the European Union to help establish a relationship between state administrations, businesses and citizens (within the framework of the ISA² program). This platform has several services, that enable e-government professionals to share experiences with each other.

In addition, the search, select, reuse, develop and implement a variety of compatibility solutions is a priority. In particular, on this platform it is possible to find an interesting and useful experience of compatibility with the introduction of the e-government on the local level in France (Burgundy region) and Belgium (Flanders Region).

OSLO — Open Standards for Local Administrations in Flanders [9] is a strategy, designed to improve the provision of services by the government with the use of modern ICTs, based on the fact, that citizens and businesses have only one time to ask for what they need from their own Government, and in the future it will work automatically. The OSLO feature is that this is the result of a public-private partnership, initiated by V-ICT-OR (Flemish ICT Organization, a member organization for all local authorities, involved in ICT and information management) and funded by Flemish ICT providers and local state administrations

The project was launched in February 2012 when a working group of ex-

perts from local, regional and federal state administrations and ICT providers was created to reach consensus on information exchange standards. The working group, for the first time, conducted an inventory of more than 60 tasks, related to the exchange of information for local authorities in Flanders in four areas: individual, organization, location and civil service. The OSLO dictionary is a simplified, multiple, and expandable data model, that captures the OSLO Flemish Project Standards for the core OSLOs in the “Man”, “Business”, “Location” and “Public Service” dictionaries, created at the European level in the context of the ISA Program (decision on compatibility of the European state administrations) of the European Union. These four basic dictionaries are simplified, reusable, and expandable specifications for the exchange of information.

<https://joinup.ec.europa.eu/solution/core-person-vocabulary>

<https://joinup.ec.europa.eu/solution/registered-organization-vocabulary>

<https://joinup.ec.europa.eu/solution/core-location-vocabulary>

<https://joinup.ec.europa.eu/solution/core-public-service>

<http://ec.europa.eu/isa/>

This approach is conditioned by the problems that exist, namely, that even in one organization, the public services are documented differently, according to national, regional or local civil service models. In addition, the description of public services, provided through e-government portals is usually not structured, not machine-readable. This fragmented view of the concept of civil service and the lack of machine-read-

able public service descriptions affect the quality and effectiveness of public services, increase administrative burden and make services more expensive for citizens, impede the effective implementation of e-governance, and the formation of a single digital market.

The OSLO dictionary offers technology, that consists in the independent, general presentation of contact information, localization and services, provided by the public administration. Thus, the vocabulary is a common ground for existing national, regional and local civil service models, that can overcome language barriers, exchange services and information in various e-government systems.

Another interesting and useful experience for the effective implementation of e-government at the local and regional levels is the French experience of providing e-service compatibility through the e-Bourgogne [10], a platform, that provides 20 e-services to more than 2,000 local NGOs in the Burgundy region (France), municipalities, cities and other local legal entities.

The first three E-Burgundy operations services were:

1. PROCURE — e-service for e-procurement (the first e-service on the e-Bourgogne platform).

2. The only entrance for companies, that apply for financial support and/or require support for their business in Burgundy “J’entreprensen Bourgogne”.

3. Digitization of legal and accounting documents between local authorities and central administrations.

PROCURE is the electronic service, that provides full access to all regional public tenders, which simplifies and re-

duces the cost of filing an application. E-Burgundy is organized through a special management model, that covers all interested parties of the regional legal entities (local authorities (LA) and local legal entities (LLE)). This management model guarantees the continuity of service delivery regardless of any political changes. GIP provides services to all legal entities, that are autonomous in terms of procurement (legal bodies, universities, colleges, chambers of commerce, etc.) and represent their individual interests.

The e-Bourgogne platform and e-services comply with the French compatibility standards, that are in line with European directives. Priority gives to the software with open source.

Since the beginning of 2005, 23 000 tenders have been published on the e-Bourgogne platform, which resulted in 200 000 downloaded documents (by January 2009). By December 2011, the existing service was used by 17,000 companies. The e-bourgogne leadership is currently the state-owned holding GIP (Publication Group d'Intérêt Public), which has united 2,000 local organizations. Cost savings through the PROCURE annually make up to 6 million euros, not counting savings of 5 million sheets of paper. Surveys conducted in the Burgundy eGOV, show a very high level of satisfaction with the services received. Thus, almost 90 % of local organizations are very satisfied with the platform; and the PROCURE became a top priority for them. In addition, business has become more interested in taking part in open tenders, especially for small and medium-sized enterprises, that have received easier access to these tenders. The Bur-

gundy Regional Council has applied to the European Commission to check the PROCURE electronic service in other European regions. The project started in early 2007 and lasted 2 years in 5 regions: Central Czechia, Piedmont (Italy), Uddevalli (Sweden), Brittany (France), Guadeloupe. The results and main findings were made public in Brussels on March 17, 2009. Among the most striking is that the return on investment amounted to over 10,000,000 euros.

Conclusions and perspectives of further research. Thus, the new European Integration Framework (EIF) aims to contribute to the creation of a single European digital market. The public sector, accounting for more than a quarter of the total employment and accounting for about one fifth of the European Union's GDP at the expense of public procurement, plays an important role in the single market for digital services as a regulator, service provider and employers. Beginning in 2010, the European Union has consistently linked the development of e-governance to address interoperability. The priorities are design, development, and reuse. Particular attention is paid to the design and further development of open source software for all interested users.

In Ukraine, e-governance development is taking place not only at the national level, but also at the local and regional levels. The problems and obstacles on this path are diverse software, used by public authorities and local self-government, inconsistency of actions at the local and national level, the lack of uniform standards for the provision of electronic services, etc. Unfortunately, in the recently ap-

proved by the Cabinet of Ministers of Ukraine Concept of e-governance development, although the goal and the definition of interoperability, but it is considered only in the context of the development of organizational, technical and semantic interoperability of information and telecommunication systems of the authorities. It also provides for the creation, development and operation of information and telecommunication systems of the authorities, which should be implemented taking into account the need for their compatibility with the basic information and telecommunication infrastructure of e-governance and the requirements of information protection legislation.

However, this approach does not take into account common European rules and compatibility requirements, especially compliance with the principles of interoperability, namely: subsidiarity and proportionality; openness; transparency; reuse possibilities; technological neutrality and data transfer; custom-centricity; inclusion and accessibility; security and privacy; multilingualism; administrative simplification; information storage; evaluation of efficiency and effectiveness. These principles should be observed when implementing e-governance at both national and local levels in Ukraine, which will help to overcome existing problems and obstacles along the way, save money, promote the provision of high-quality electronic services and the creation of the Common European digital market.

REFERENCES

1. *Chukut S. A., Zagvoyska O. V. (2009). Yevropejs'ki vymiry pidhotovky mahistriv z elektronnoho uriaduvannia dlia zabezpechennia sumisnosti e-poslulh [European dimensions of preparation of masters degree programme of e-Governance to ensure the interoperability of e-services], Visnyk derzhavnoi sluzhby Ukrainy, vol. 1, p. 78–81.*
2. *The Cabinet Of Ministers Of Ukraine (2017), The Ordinance “The concept of the development of e-governance in Ukraine” available at: <http://www.kmu.gov.ua/control/uk/cardnpd?docid=250287124> (Accessed 01 November 2017).*
3. *COM (2010) 2020 final Communication from the Commission: EUROPE 2020 A strategy for smart, sustainable and inclusive growth, Brussels, 3.3.2010 available at: <http://ec.europa.eu/eu2020/pdf/COMPLET%20EN%20BARROSO%20%20%20007%20-%20Europe%202020%20-%20EN%20version.pdf> (Accessed 01 November 2017).*
4. *COM (2010) 743 final Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of Regions: The European eGovernment Action Plan 2011–2015 Harnessing ICT to promote smart, sustainable & innovative Government, Brussels, 15.12.2010 available at: <http://ec.europa.eu/digital-agenda/en/european-egovernment-action-plan-2011-2015>*
5. *COM (2010) 744 final, Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of Regions: Towards interoperability for European public services, Brussels, 16.12.2010.*
6. *DECISION (EU) 2015/2240 of the European Parliament and of the Council: Establishing a programme on interoperability solutions and com-*

mon frameworks for European public administrations, businesses and citizens (ISA2 programme) as a means for modernising the public sector of 25.11.2015 available at: https://ec.europa.eu/isa2/sites/isa/files/celex_en.pdf (Accessed 01 November 2017).

7. *COM* (2017) 134 final ANNEX 1 to the Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of Region: European Interoperability Framework – Implementation Strategy. Interoperability Action Plan, Brussels, 23.3.2017 available at: http://eur-lex.europa.eu/resource.html?uri=cellar:2c2f2554-0faf-11e7-8a35-01aa75ed71a1.0017.02/DOC_2&format=PDF (Accessed 01 November 2017).
8. *COM* (2017) 134 final ANNEX 2 to the Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of Region: European Interoperability Framework – Implementation Strategy, Brussels, 23.3.2017 available at: http://eur-lex.europa.eu/resource.html?uri=cellar:2c2f2554-0faf-11e7-8a35-01aa75ed71a1.0017.02/DOC_3&format=PDF (Accessed 01 November 2017).
9. *Joinup* (2017) OSLO – Open Standards for Local Administrations in Flanders solution available at: <https://joinup.ec.europa.eu/collection/oslo-open-standards-local-administrations-flanders> (Accessed 01 November 2017).
10. *Joinup* (2017) e-bourgogne regional shared eGOV platform (e-bourgogne) available at: <https://joinup.ec.europa.eu/document/e-bourgogne-regional-shared-egov-platform-e-bourgogne> (Accessed 01 November 2017).

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

1. *Чукот С., Загвойська О.* Європейські виміри підготовки магістрів з електронного урядування для забезпечення сумісності е-послуг // Вісн. держ. служби України. – 2009. – № 1. – С. 78–81.
2. *Концепція* розвитку електронного урядування в Україні: Розпорядження Кабінету Міністрів України від 20 вересня 2017 р. № 649-р [Електронний ресурс]. – Режим доступу: <http://www.kmu.gov.ua/control/uk/cardnpd?docid=250287124> (Accessed 01 November 2017).
3. *COM* (2010) 2020 final Communication from the Commission: EUROPE 2020 A strategy for smart, sustainable and inclusive growth, Brussels, 3.3.2010 available at: <http://ec.europa.eu/eu2020/pdf/COMPLETE%20EN%20BARROSO%20%20%20007%20-%20Europe%202020%20-%20EN%20version.pdf> (Accessed 01 November 2017).
4. *COM* (2010) 743 final Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of Regions: The European eGovernment Action Plan 2011–2015 Harnessing ICT to promote smart, sustainable & innovative Government, Brussels, 15.12.2010 available at: <http://ec.europa.eu/digital-agenda/en/european-egovernment-action-plan-2011-2015> (Accessed 01 November 2017).
5. *COM* (2010) 744 final, Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of Regions: Towards interoperability for European public services, Brussels, 16.12.2010.

6. *DECISION* (EU) 2015/2240 of the European Parliament and of the Council: Establishing a programme on interoperability solutions and common frameworks for European public administrations, businesses and citizens (ISA2 programme) as a means for modernising the public sector, Brussels, 25.11.2015 available at: https://ec.europa.eu/isa2/sites/isa/files/celex_en.pdf (Accessed 01 November 2017).
7. *COM* (2017) 134 final ANNEX 1 to the to the Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of Region: European Interoperability Framework – Implementation Strategy. Interoperability Action Plan, Brussels, 23.3.2017 available at: http://eur-lex.europa.eu/resource.html?uri=cellar:2c2f2554-0faf-11e7-8a35-01aa75ed71a1.0017.02/DOC_2&format=PDF (Accessed 01 November 2017).
8. *COM* (2017) 134 final ANNEX 2 to the Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of Region: European Interoperability Framework – Implementation Strategy, Brussels, 23.3.2017 available at: http://eur-lex.europa.eu/resource.html?uri=cellar:2c2f2554-0faf-11e7-8a35-01aa75ed71a1.0017.02/DOC_3&format=PDF (Accessed 01 November 2017).
9. *OSLO* – Open Standards for Local Administrations in Flanders solution available at: <https://joinup.ec.europa.eu/collection/oslo-open-standards-local-administrations-flanders> (Accessed 01 November 2017).
10. *e-Bourgogne* regional shared eGOV platform (e-bourgogne) available at: <https://joinup.ec.europa.eu/document/e-bourgogne-regional-shared-egov-platform-e-bourgogne> (Accessed 01 November 2017).

Conditions of publication in scientific journal “PUBLIC MANAGEMENT”

With the purpose of verification of the compliance with the requirements for the design of a scientific article of the Ministry of Education and Science of Ukraine and the scientific and metric database “Scopus”, it necessarily undergoes a preliminary review procedure that includes: procedures for internal, external peer review and verification of compliance with the rules of publishing ethics.

Article, Application, Information about the author, photo and receipt of payment for translation of the article into English are sent to the e-mail address: Assembly2015@ukr.net. Samples of the Statement and Information about the author (s) can be downloaded at: <http://vadnd.org.ua/en/terms-and-conditions-of-publication/>

In order to include the collection “Public management” in such authoritative world science-based, bibliographic and reference databases as SciVerse Scopus and Web of Science, and also in the list of professional scientific publications in the field of science “Public Administration”, the collection is published in two languages (the original and in English). In print version in English, and in the electronic version – in Ukrainian (placed on the site of the public scientific organization “All-Ukrainian Assembly of Doctors of Sciences for Public Administration” <http://vadnd.org.ua/ua/collection/>). Under the condition that the article is submitted to the collection in two languages – the publication of the article is free, and in the absence of an English translation it will cost the author 55 UAH. – for 1 page, A4 format, for the purpose of its professional translation into English. The editors reserve the right to edit the articles. The amount and requisites for payment for the translation of the article into English will be sent to the author (s), only after the article has been edited by the editorial board of the collection.

An indispensable condition for the publication of an article in the collection is the instructions, by each author, in Information about authors, personal numbers in the ORCID system (<https://orcid.org/register>) and Web of Science Reseracher ID (<http://www.researcherid.com/SelfRegistration.action>).

The file name with the electronic version of the article must necessarily contain the author’s surname and name. The article is printed with the author’s photo, which must be sent to the editorial office in a separate file in electronic format (in the image format .jpg), good quality, informal (preferably documentary, or office), not less than 800 Kb, 10×12 cm in size.

Priority is given to publications of foreign authors and publications in English.

Requirements for the scientific article and its design:

The article should be written on an actual topic, contain the results of an in-depth scientific study and justification of the scientific results obtained for the purpose of the article.

The structure of the scientific article (according to the requirements of VAK):

- UDC index in the upper left corner of the sheet (Times New Roman, 14 pt., Italic);
- an empty string (Times New Roman, 14 pt.);
- Full name of the author (co-authors, not more than three), academic degree, academic title, position, place of work, address of the place of work with indication of the postal code, e-mail of the author, contact phone, width, in the language of the article (Times New Roman, 14 Fri.);
- ORCID, in the lower right corner of the sheet (Times New Roman, 14 pt., Italics);
- an empty string (Times New Roman, 14 pt.);
- title of the article – in capital letters, centered, in the language of the article (Times New Roman, 14 pt., Bold). The title of the article is submitted without the use of

- highly specialized abbreviations, a dot at the end of the title is not put;
- an empty string (Times New Roman, 14 pt.);
- Abstract (1500–2000 characters), in the language of the article (Times New Roman, 14 pt.);
- an empty string (Times New Roman, 14 pt.);
- Keywords (3–10 words), in the language of the article (Times New Roman, 14 pt.).

**SPECIFIED INFORMATION IS PROVIDED BY THE SEPERAT BLOCKS IN
UKRAINIAN, RUSSIAN AND ENGLISH LANGUAGES.**

- an empty string (Times New Roman, 14 pt., Bold);
- Statement of the problem (Times New Roman, 14 pt., Bold);
- Analysis of recent studies and publications (Times New Roman, 14 pt., Bold);
- Formulation of the purposes of the article (Times New Roman, 14 pt., Bold);
- Statement of the main material (Times New Roman, 14 pt., Bold);
- Conclusions and prospects for further research (Times New Roman, 14 pt., Bold);
- List of sources used (Times New Roman, 14 pt., Bold).

Design of the scientific article:

all the statistical data must be backed up by the references on the source;

all quotes must be ended by the references on the source;

links on books and on non-fiction literature are undesirable;

links on own posts are not desirable and allowed only in case of urgent needs;

links on our magazine “with courtesy” is also undesirable and does not accelerate the adoption of articles in print in any way;

if in the review of the literature review or hereafter refer you recall on the name of scientist – his publication must be published in the general list of literature after the article;

second citation is not allowed! If you quote Kotler than the link must be exactly on Kotler, not on the author, who read Kotler;

references must include at least 10 items in original languages (exception – Chinese, Japanese, Korean and Arabic. In this case, the source is given in English translation, with an indication of the original language in brackets);

in formulas only generally accepted characters are used;

table should be numbered, each should have a name;

in text generally accepted terms and terms that are often found should be given by the acronym (in the first time decoding is obligatory);

all pictures and graphics should be numbered and have a name;

format A4, font “Times New Roman”, font size – 14, line spacing – 1,5; Settings page (banks) – 2 cm on all sides;

minimum amount of articles – 8 th. characters with spaces, maximum – 34 thousand (Article optimal size – 20–24 thousand. characters);

all text objects should be built with the use of Microsoft Word (Microsoft Excel Chart, Microsoft Equation etc.). In constructing graphs keep in mind that the magazine is in black and white.

Editorial reserves the right to edit and slight reductions, while maintaining as main conclusions and the author’s style. Position of the redaction g may not necessarily reflect the opinion of the individual author expressed in the article. All articles are placed on a paid basis. The average waiting time of publication (from the date of filing to the date of publication) – an average of 3–6 months (depending on seasonal load). Article of the authors, that have arrears shall be taken only after the repayment of debt.

More information about the collection can be found at: <http://vadnd.org.ua/ua/general-information/>

Scientific publications

PUBLIC MANAGEMENT

№ 5 (10) – December 2017

Signed in print 14.12.17. Format 70×100¹/₁₆.
Conditional drukaski sheet 24,83. Accounting and publishing sheets 20,45.
Edition 300 copies