

**NATIONAL ACADEMY FOR PUBLIC ADMINISTRATION  
UNDER THE PRESIDENT OF UKRAINE  
ODESSA REGIONAL INSTITUTE FOR PUBLIC ADMINISTRATION**

## **NEW INSIGHTS IN PUBLIC ADMINISTRATION**

**Нове розуміння публічного адміністрування**

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## Opening Speech

Dear colleagues,

I am happy to welcome our distinguished guests and all the participants to this initiative - scientific Seminar of PhD students titled "New Insights in Public Administration" - organized by the Ukrainian and Foreign Languages Chair of ORIPA NAPA under the President of Ukraine.

I have no doubt, that this seminar will be a useful experience.

First, we have an opportunity to learn from ORIPA PhD students about their findings in public administration sphere and I hope that we (thanks to this seminar) will be enriched with a wider understanding of contemporary issues in governance.

Second, the main purpose of any seminar is to exchange ideas.

Finally, I would like to express our sincere gratitude and appreciation to Mr. Gruzin for his participation in this seminar.

I would also like to say a special thank you to Ukrainian and Foreign Languages Chair staff for their efforts to organize this event successfully.

I hope this seminar will serve to broaden scientific perspective of ORIPA NAPA on the new insights in public administration and development of foreign languages communicative skills.

Thank you.

And good luck in your presentations!

Director  
of Odessa Regional Institute for Public Administration,  
National academy of Public Administration  
under the President of Ukraine,  
Doctor in Political Sciences,  
Professor

M.M.Izha

## **Foreword to the first issue of the Internet-Journal**

Dear readers,

It is my pleasure to introduce to the interested audience a new edition of "New Insights in Public Administration" Internet-Journal based on the abstracts of ORIPA PhD students' dissertation thesis.

It is related to sustainable growth of Ukraine and its regions and mostly to the development of public administration.

We encourage and support scientific research and are eager to contribute to the process of searching for efficient solutions and formulation of efficient policy recommendations using such opportunity as global network for communication and exchange of ideas.

The Internet-Journal represents one of the platforms through which a wide range of contemporary discussed research topics are being tackled. The journal embraces problems related to public administration theory and history, mechanisms of public administration, civil service and local self-government as well as other important issues of public management - civil society development, social and economic growth, role of entrepreneurship, accession to EU etc.

Insights formulated in the scientific discussions can provide the regional and local governments with novel policy implications.

I wish the "New Insights in Public Administration" Internet-Journal would successfully continue its activity, consistently enhance its visibility and contribute to research and policymaking in such important area as public administration.

On behalf of Ukrainian and Foreign Languages Chair  
of Odessa Regional Institute for Public Administration,  
National academy of Public Administration  
under the President of Ukraine,  
PhD in PA,  
Associate Professor

Natalya Kolisnichenko

**Kuzmenko Yuliia,**  
Associate Professor  
of the Ukrainian and Foreign languages Chair,  
PhD in Pedagogical Sciences,  
Odessa Regional Institute for Public Administration  
National Academy of Public Administration  
under the President of Ukraine

## **NEW INSIGHTS INTO CIVIL SERVANTS' READINESS TO ANALYTICAL ACTIVITY**

Nowadays particularly acute is the problem of professional training of civil servants, as the effectiveness of government depends largely on the professional and trained personnel. These professional employees should be ideologically active, professionally competent, work innovatively and creatively in new conditions, the effectiveness of their work depends on the ability to analyze and predict. The civil servants' needs for improving methods, forms and tools of analysis and their level of satisfaction in post-graduate education and made it necessary to initiate appropriate training for them.

Considering the scientific works of domestic scientists, we can point to a single line of research dedicated to the analytical activity of civil servants. However, the subject of almost all studies of scientists has a political analyst in governance (A. Walewski, A. Kiliyevych, Kucherenko, A. Poychenko, Rebkalo V. V. Romanov, Alexander Rudik, S. Teleshun, V. Tokovenko etc.); technology research and analytical support of decision and implementation of policy and public management decisions (Yu.Kalnysh, V. Tertychka, V. Bakumenko, Hal'chyns'kyi A. et al.).

Having analyzed the methodological and management literature the structure and criteria of civil servants readiness to analytical activity are revealed. These criteria are: methodological, instrumental and procedural, political, administrative and communicative competence, with appropriate indicators [1].

The indicators of the criterion of "methodological competence" are: general knowledge of the basics of analytical activities; knowledge of methods of analysis;

ability to model their own analytical activity according to professional needs. Instrumental and procedural competence indicators are presented as knowledge of tools that can be used in the analysis; familiarity with the procedures of analysis positions according to competences and functions of government; ability to make state-management policy papers [2]. The indicators of political and managerial competence are the following indicators: knowledge, technology decision-making; knowledge of technology policy analysis; the ability to conduct policy analysis in the context of solving the problems of public administration. The following indicators represent communicative competence: awareness of work with information; ability to apply information-analytical techniques in solving professional problems; are able to use of communicative technology analysis.

Available literature definitions of political analysis outline its features. However, in our opinion, the most successful definition of political analysis is the understanding it as a system of procedures for organizational and technical nature, based on the methods of political research and its objectives are to obtain scientifically based data about political events, events, processes that have prognostic character for the use in political practice.

Thus, the defined structure of civil servants readiness to analytical activities can allow describing the real situation of the civil servants levels of readiness to analytical activity. The results of the overall level of readiness of civil servants to analytical activities are calculated by determining the arithmetic mean of these four criteria [3].

Thus, a high level of readiness to analytical activity was detected in 4% of civil servants, sufficient level was detected among 15% of civil servants. The average level of readiness to analytical activity was detected among 31% of civil servants, the satisfactory level of readiness was detected among 30% of civil servants, and low readiness level analytical activity was detected among 20% of civil servants.

The structure of readiness of civil servants to the analytical activity is characterized by the following criteria: methodological, instrumental and procedural, political, administrative and communicative competence, with appropriate indicators.

The obtaining results of the study confirm the need for appropriate training of civil servants to analytical activity.

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**Bazenko Vladislav,**

PhD student,

Chair of law and legal process

Odessa Regional Institute for Public Administration.

National Academy of Public Administration

under the President of Ukraine

**Kuzmenko Yuliia,**

*English Language Supervisor*

### **MANAGING EFFICIENT DEVELOPMENT OF PHYSICAL CULTURE AND SPORT BY LOCAL-SELF GOVERNMENT**

The acute problem is the low level of involvement of the population (13.5%) to employment of sporting and improving orientation. On the expected life expectancy of the population of Ukraine occupies one of the last places in Europe. Today, about 400 000 10% of children aged 6 to 17 years are engaged only in sport. They come to school 70% as healthy children and finish it only 20% of healthy young adults [1].

The reform of the state policy in the field of sport demonstrates the importance of physical education and sport for the development of the Ukrainian state, which is stated in the Strategy for the Development of Ukraine - 2020. The Sports Congress which was held in Ukraine October 16, 2014 in Kiev was presented the Project «Concept of

reforming the sphere of physical education and sport». Its main principle is the autonomy of sport [4].

On the constitutional level in many states is recognized that the state can intervene in the sphere of sport regardless of its structure or sport system type.

However, in some countries, this intervention is limited because it is based on the recognition of the sport autonomy [3].

The main feature of a decentralized state is the definition and delineation of specific competences, as well as the establishment of a mechanism for coordination between state and local authorities, between state and public sports organizations [2].

The current legal framework of state policy in the field of physical culture and sports should be based according to adequate to socio-economic reforms that are conducted in the country and guaranteed the right to go in for sport for every Ukrainian citizen.

The organization and development of sport is the main task of sports organization, first of all it concerns sports rules and national teams.

Conducting this reform the state should permanently withdraw from the management in the sphere of physical culture and sport. The main function of the state should be a regulatory and financial support. The main management subjects should be public associations or federations. We can note that these conventions are reflected in the Olympic Charter – the Sport Global Constitution. Thus, the Ministry of Youth and Sport will resign the functions to manage in the field of sport. The reform should give impetus and support for implementation a new operating model for top achievements in sport in Ukraine.

The main aim of the reform is to construct new effective relationships between all organizations of the sports sphere, strengthening the role of the Institute of Local Government in the development of physical culture and sports.

The study of management problems of effective development of physical culture and sport by local-self government has high importance. On the one hand, the extremely urgent is the need for broadening and deepening of the functional sphere activities of local-self government in general and in particular sphere of physical culture and sports.

On the other hand, it is obvious need for an urgent fix-threatening fall of almost all indicators of the health of the citizens in Ukraine today. Until now, there is no scientific development, which systemically investigated the specified problems in Ukraine.

The relevance of the above-mentioned problems, their insufficient studying is determined by the choice of topics.

The object of the research is the management of development of physical culture and sport. The subject of the research is the mechanisms of management of effective development of physical culture and sport by local-self government.

The aims of the research are scientific-theoretical justification of approaches for improvement the mechanisms of effective development of physical culture and sport by local-self-government and providing offers on their practical use.

The tasks of research:

- to investigate and open the maintenance of organizational, functional and legal bases of management of physical culture and sport;

- to define contradictions of the existing control system of branch; to estimate efficiency of interaction of executive authorities the central and regional levels, local governments concerning development of physical culture and sport;

- to analyse the foreign experience of management of local government development of physical culture and sport;

- to provide suggestions for improvement of the legal and organizational mechanism of management of physical culture and sport on the basis of foreign experience.

Scientific novelty consists of theoretical bases specification and development of methodical recommendations about improvement of management mechanisms of local government's effective development in physical culture and sport.

The realization of the objective and tasks of the thesis will be made by means of the general scientific and special methods, traditional for the national science of public administration, namely: historical and logical methods, systematic analytical method,

induction and deduction; comparative analysis of the data; comparative legal, formal judicial and forecasting methods.

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**Chernov Sergey,**  
PhD student,  
Chair of Project Management,  
Odessa Regional Institute for Public Administration,  
National Academy of Public Administration  
under the President of Ukraine  
**Kuzmenko Yuliia,**  
*English Language Supervisor*

## **THE ORGANIZATIONAL AND LEGAL MECHANISM OF STATE EXPERTISE OF PROJECTS IN THE PUBLIC SPHERE**

General problems in implementing of the state expertise of investment projects and management of socially significant investment projects are that comprehensive state expertise of investment projects is not carried out not systematically and executive

authorities do not use methodological tools and unified software in expertise and management of investment projects. As a result, public servants are not trained in methods of expertise research, selection, analysis and evaluation of projects, leading to failure to implement the vast majority of socially significant projects that in terms of reforming and decentralization of power will expand, and thus enhance the functional failure of the executive branch of power.

In terms of realization of program of development of Ukraine "Strategy - 2020" the main task of the public administration is the ability to respond to changes of objectives and priorities by creating an effective complex of anti-crisis measures. It is therefore necessary to ensure the implementation of a comprehensive expertise while implementing the investment projects in the work of executive authorities for further development.

Object of study: the system of project management in the public sphere.

Subject of research: organizational and legal mechanism of state expertise of projects in the public sphere.

The theoretical basis of the study is the works of foreign and native scientists on the methodology of project management Bezverhnyuk T., Bushueva S., Voropaeva V., Mazur I., Olderohhe N., Razu M., Shapiro V., Sharov Yu., in which the analysis of methods and tools of project management is done, methodological role of concepts categories and principles, paradigms, in the analysis of project management processes are analyzed.

However, despite the generally solid elaborated specified issues, native scientists considered certain, mainly the institutional aspects, but complex research problems of state expertise of projects were not paid attention to. Meanwhile public administration requires scientific justification and practical implementation of the model of complex state expertise of projects in the public sphere.

The thesis research is closely linked to the Strategy - 2020: in terms of realization of program of development of Ukraine "Strategy - 2020" the main task of the public administration is the ability to respond to changes of objectives and priorities by creating an effective complex of anti-crisis measures. It is therefore necessary to ensure

the implementation of a comprehensive expertise while implementing the investment projects in the work of executive authorities for further development [1].

The aim of the research is scientific and theoretical justification of organizational and legal mechanism of model of state expertise of projects in the public sphere on the basis of identifying of objective laws, its formation in historical and comprehensive analysis of international experience, and development of practical recommendations for its implementation;

The tasks of the study are:

- to clarify the content and essential characteristics of the concept of "public examination of projects" as well as several other keys definitions of research;

- to identify the main features of the mechanism of comprehensive state expert review of projects in the public sphere based on an analysis of the legal and regulatory framework;

- to carry out a comprehensive analysis of the global experience of conducting of state expertise of projects in the public sector, to identify their main features and the possibility of adapting to current conditions in Ukraine;

- to develop a model of complex state expertise of projects of public administration which will bring together the most topical aspects of international experience and national traditions.

Today project management tools are still not widely used in public authorities, despite the fact that in government documents is constantly emphasized the using of current, innovative management techniques in the implementation of government innovative projects. Implementation of a comprehensive state expertise of socially significant investment projects is one of the most urgent and advanced management technologies that should be developed and applied at all levels of executive authorities and local governments [2].

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**Voinovskiy Mykola,**

PhD student,

European Integration Chair,

Odessa Regional Institute for Public Administration,

National Academy of Public Administration

under the President of Ukraine

***Kuzmenko Yuliia,***

*English Language Supervisor*

## **ORGANIZATIONAL AND LEGAL BASES FOR INSTITUTIONAL CAPACITY OF LOCAL SELF-GOVERNMENT**

Actuality of the study is proved by the increasing role of the local self-government. The decentralisation reform (as the defining feature of modern Ukraine) highlights the complexity of problems and necessity to solve financial and administrative issues in the regions. The study of local self-government institute and its legal and organisational basis is necessary to improve the mechanisms of public administration and local government, to provide the corresponding redistribution of functions between the state administration and regions.

The objective of research is to study and describe organizational and legal basis for institutional capacity of local self-government.

The tasks of research:

- to analyze the development of local government issues, to consider the historical background of local government in Ukraine;
- to identify peculiarities of local government in Ukraine and to outline the ways to solve the existing problems;

- to examine the basic methodological and conceptual approaches to local government institute (both in terms of research and its practical implementation);
- to develop propositions on institutional capacity improvement.

The object of research is the institute of local self-government of Ukraine

The subject of research is organizational and legal basis for institutional capacity of local self-government.

To describe the institute of local self-government, the system approach was used. It allows to explore the defined problems in connection with their organizational and legal content, to provide the system analysis of relations and their types in the activity of local self-government bodies. By means of logic-semantic, historical and comparative methods the essence and nature of local self-government institute (its organizational and legal basis) is revealed and terms on the research topic are specified.

The new aspects of research are in the development of theoretical and practical aspects for the development of local self-government of Ukraine.

The theoretical results are in the development of systemic study of the local self-government institute.

The practical results of dissertation are in the development of a set of recommendations which can be used while developing amendments to the legislation on local self-government. The recommendations give the ways to improve organizational and legal basis of local self-government.

The dissertation has two chapters. Chapter 1 is about theoretical and methodological principles of research. It studies organizational and legal basis for institutional capacity of local self-government. The parts of the chapter are about: the institute of local self-government as an object of research in public administration science; scientific and theoretical approaches to analyzing organizational and legal basis of local self-government.

Chapter 2 gives analysis of organizational and legal basis of institutional capacity in the sphere of local self-government: legal provision of local self-government; correlation of organizational and functional mechanisms of local self-government.

The conclusion summarizes the results of research and gives recommendations to public bodies.

**Dobriy Diana**

PhD student,

Chair of European Integration

Odessa Regional Institute for Public Administration,

National Academy of Public Administration

under the President of Ukraine

***Kuzmenko Yuliia,***

*English Language Supervisor*

## **INSTITUTIONAL BACKGROUNDS TO CREATE THE SYSTEM OF LOCAL ECONOMIC DEVELOPMENT ON THE BASICS OF EXTERNAL RESOURCES ATTRACTION**

The task to resolve the issue of attracting of external borrowings often relies on local public administration, which should develop and propose to implement appropriate strategies of local economic development [1-3]. But such issues as the identification of possible sources of such borrowings accumulation and redistribution of financial resources in the context of the possibility of simultaneous utilization of available public administration funds and external borrowings and their optimization according to the level of development of the area have not yet found their final answer.

This thesis is aimed to develop scientific and organizational terms of strategic planning mechanisms for local economic development on the basis of domains influence concept.

Reaching this goal stipulated the necessity for statement and solving such tasks as:

- to generalize modern thesaurus and to open essential signs of relationship between “strategic planning” and “strategic management” ideas, to get more specific information of their meanings in the context of ensuring local economic growth;

- to study theoretical basics of the public administration aimed at local economic development on the basis of outward resources attraction;
- to determine institutional basics of the development of system for strategic planning of local development and opportunities of using outward resources in this connection.
- to analyze modern status and preconditions of specific-value orientation in using mechanisms of strategic development in Ukraine;
- to determine preconditions of forming a complex mechanism for strategic planning on the bases of “inter-sector co-operation of influence domains” concept;
- to discover organizational-functional particularities of interconnections between the public administration mechanisms, taking into account inter-action of influence domains and to provide basis for adaptive model of functioning of the complex mechanism of strategic planning for local economic development with back connection;
- to provide basis for methodical approach to synthesis and optimization of socio-economic model of strategic planning for local economic development using evaluation indicators of strategic changes;
- to improve the method of optimization for effective risks assessment while implementing the strategy for local development, taking into account organizational-institutional specificity of influence domains;
- to develop basic functioning schemes of the complex mechanism of administration for strategic planning of local economic development on the basics of external resources attraction and in connection with preconditions of legal mechanism.

New solution of the actual scientific task in the sphere of public administration lies in providing grounds for theoretical basics and development of practical propositions as to improvement of the mechanisms of strategic management for local development and attracting external resources on the basics of “inter-sector co-operation of influence domains” concept, in particular [1-2]: determining the theoretical and methodological basics of public strategic administration for local economic development on the basics of using the “inter-sectoral co-operation of influence

domains” concept [3]; provisions of the method of synthesis and optimization of socio-economic model of strategic planning for local economic development with the use of evaluation indicators of strategic changes.

– At the same moment it is necessary to modernize the approach to increase effectiveness for local economic development and attraction of outward resources using the principles of “inter-sector co-operation of influence domains”, general conditions of forming of complex mechanism of strategic planning with the use of the “inter-sector co-operation of influence domains” concept and the method of optimization of risks assessment while realizing the strategy for local economic development and attraction of outward resources taking into account organizational-structural specificity of the influence domains. To achieve these goals it was obtained further development of approaches to the institutional securing for creation of the system of strategic planning for local development; preconditions of specific-value direction of using the mechanisms of strategic planning in Ukraine; main basics of forming the complex mechanism of strategic planning on the basics of using the “inter-sector co-operation of influence domains” concept; terms as to the creation of adaptive model of functioning of complex mechanism of strategic planning for local economic development with the co-operation between influence domains; basic schemes of using the complex mechanism of strategic planning with the attraction of outward resources for local economic development.

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**Lavrinenko Volodymyr,**  
PhD student,  
European Integration Chair,  
Odessa Regional Institute for Public Administration,  
National Academy of Public Administration  
under the President of Ukraine  
***Kolisnichenko Natalya,***  
*English Language Supervisor*

## **FORMATION AND DEVELOPMENT OF CHANGE MANAGEMENT IN PUBLIC AUTHORITIES: PROBLEMS AND PROSPECTS**

Actuality of the study is proved by the increasing role of the change management in public authorities, its formation and development, problems and prospects. It is actual and at the same time complex scientific task, which should consider the following issues: the formation and development of change management first, to achieve consensus between public authorities and society in changes implementation and second, to increase the satisfaction of human needs; the research of planning, testing and implementation of all aspects of transition from one organizational structure of public authorities to other, which is more effective in meeting the requirements of current administrative practice.

In terms of European integration the new approaches in organization of public administration are in need. The changing priorities, principles, ideologies of power, should be based on the implementation of the individual and society interests. Change management increases the success of organizational change and project initiatives by applying a structured framework of methods, tools and processes managing the change from a current state to a future state.

Actuality of this research is complemented with complexity and contradictions in Ukraine which is under transition to a new socio-political system, distortion of

authoritarian-bureaucratic system of governance and the need to change stereotypes and political behavior of its leaders.

Today, the idea to implement changes in the system of government (public administration reform) is contained mainly in "Strategy of reforms 2020" presented by the President of Ukraine, P.Poroshenko and identified as a priority. Thus, based on the issues mentioned before, this scientific research studies the problem of formation and development of change management in public authorities.

Object of study: change management in public authorities.

Research subject: formation and development of change management in public authorities.

Methods of research: comparative, descriptive, empirical-sociological, modelling, forecasting, systemic, structural and functional.

The aim of the research is to give theoretical grounds for change management in public authorities, peculiarities of its formation and development, to develop recommendations on its problems solution and prospects of application. To achieve this goal the following tasks were formulated:

- to study the stages and technology of change management system in public authorities;
- to research problems in change management and develop proposals to solve them in order to avoid problems in changes management system by public authorities;
- to offer theoretical calculation of the prospects for changes in the public authorities in order to optimize this process.

The new aspects of research are in the development of theoretical and practical aspects for the development of change management in public authorities of Ukraine.

The theoretical results are in the development of systemic study of the change management system.

The practical results of dissertation are in the development of a set of recommendations which can be used by public authorities of Ukraine. The recommendations give the ways to improve change management methods and instruments, to introduce theoretical system of changes in public authorities. In today's

fast-paced world, every public body can benefit from a better way to manage change. Governmental entities, institutions and organizations are adopting change management as an organizational competency, viewing it as a competitive advantage in ever-changing administrative world. That is why the workers of public authorities should be knowledgeable in: understanding of why change is happening, in the solution of changes, identifying resistance in the process of changes, in demonstrating their own and the organization's commitment to the change, in communications etc.

**Lesyk Olena,**

PhD student

PA and Local Self-Government Chair,

Odessa Regional Institute for Public Administration,

National Academy of Public Administration

under the President of Ukraine

***Kuzmenko Yuliia,***

*English Language Supervisor*

## **DEVELOPMENT OF UKRAINIAN PUBLIC ADMINISTRATION**

### **MODEL: MAIN ISSUES**

Ukraine carries out a complex democratic transition to a politically organized and responsible a new quality society, which gradually increases the level of business activity and political participation of citizens, ensuring their rights and freedoms, to a new structure of social space.

Complex transformation of Ukrainian society is proceeding. It represents a conceptually directed process of transformation, a conscious effort of the state to implement qualitative changes in all spheres of public life on the basis of mobilization of domestic resources and taking into account the experience of developed countries.

At the same time, in the light of the world globalization processes and European integration of Ukraine the preservation of national traditions and peculiarities, taking into account the historical lessons both in general and in public administration in particular is extremely important.

In Ukraine, dynamic changes in the social, economic and political space not only actualized the problem of determining the country development strategy, but also strikingly revealed the low efficiency of domestic public administration system.

In these conditions, when it becomes extremely necessary to intensify the development process of the state, giving to it new impetus, sharply raises the issue of forming a national concept of public administration system modernization, new paradigms and development on the basis of its own governance model, adequate to Ukrainian realities and international trends.

The theoretical base of the research is works of such domestic and foreign scientists as: V. Averyanov, H. Atamanchuk, V. Afanasyev, V. Bakumenko, V. Knyazev, V. Kozbanenko, V. Martynenko, P. Nadolishny, N. Nyzhnyk, L. Prikhodchenko, L. Smorgunov, Y. Surmin, V. Tokovenko, V. Tsvetkov. In their works social and philosophy analysis is made; methodological role of definitions, categories, principles and paradigms is analyzed. Also main works of G. Emerson, A. Fayol, M. Weber, F. Taylor and their followers, G. Ford, D. Easton and T. Parsons in which universal rules that provides general management connections and key ways of improving the activities productivity are described. The problem of structure and functions of government in Ukraine and abroad is researched by O. Barabashev, V. Dzyundzyuk, V. Korzhenko, N. Meltyuhova, A. Obolonsky, G. Odintsova and other scientists.

However, Ukrainian scientists research only some parts of the problem, mainly its institutional aspects but complex research of the national model of public administration development has not investigated yet. However, the state as a form of existence of society requires the scientific substantiation and practical implementation of such kind of public administration model, which would be appropriate to Ukraine.

Research is connected closely with the Strategy of sustainable development: "Ukraine - 2020". The effective governance model creation is important task, which is very significant to achieving main aim of Strategy (achieving European living standards and taking decent place by Ukraine in the world) and efficient moving in four priority directions (such as development, safety, responsibility and honour). For reaching the

following priority are planned such reforms as the renewal of authorities and anti-corruption reform; decentralization and public administration reform.

In addition, we note that a priority direction of Ukraine's development nowadays is the movement towards European integration. However, the implementation of this priority is impossible without the achievement of compliance with the Copenhagen criteria. As you know, accession to the EU may take place only if the possibility of the associated State to accept the duties of membership, after completing a number of compulsory economic and political conditions, first among which is the existence of stable political institutions that guarantee democracy and the rule of law, respect for human rights and minorities and their protection. Our research focused on the elaboration of this model of public administration that will meet the Copenhagen criteria, with particular emphasis on their political group.

The necessity of modern public administration system transformation, the need for her removal to a qualitatively new level is reflected in the Association Agreement between Ukraine and the EU.

There is an importance of world experience consideration through its partial implementation and adaptation to existing realities. In connection with it, the main strategic goals are determined. It, in some sense, is a "universal" for the reform in accordance with any of the actual models [1].

"Global" reform of public administration are realizing for almost 35 years [3]. During this period, the developed world had a number of its own reforms and is still in the reform process. Taking into account that Ukraine needs to implement a number of reforms in a short period, some aspects of global experience, and research capabilities of their implementation is one of the priorities in determining of not only the major transformation vectors and methods but the ways of their implementation too. However, the international experience of public administration reforming shows that not all the reforms that have been implemented over the past three and a half decades were successful [2]. Some models according to which reforms were conducted in different countries cannot be effectively implemented in other countries without regard to their

characteristics, in other words without adaptation of certain provisions to existing realities.

Studying of historical traditions, defining of related reforms vectors and adaptation of relevant experience are the main issues of further scientific exploration.

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**Shulgina Tetyana**

PhD student

Chair of Philosophical, Social and Political Sciences

Odessa Regional Institute for Public Administration

National Academy of Public Administration

under the President of Ukraine

***Kuzmenko Yuliia,***

*English Language Supervisor*

## **THE KEY ASPECTS OF SOCIAL PROTECTION OF PERSONS WITH DISABILITIES IN UKRAINE**

Social policy of a modern democratic state is aimed at ensuring the vital needs of each person, creating conditions for achieving the public welfare. This issue is of particular relevance for persons with disabilities. The state should act as a guarantor of security of people and take the responsibility to ensure the conditions for a normal life, education, training, adaptation and integration into the social environment.

The UN General Assembly proclaimed 3 December the International Day of Persons with Disabilities in 1992. The International Day of Persons with Disabilities aims to draw attention to the problems of disabled people, to protect their dignity, rights and well-being. Each year the events held in the framework of this Day are dedicated to a particular subject.

Theme for 2015: Inclusion matters: access and empowerment for people of all abilities.

The sub-themes are:

- Making cities inclusive and accessible for all;
- Improving disability data and statistics;
- Including persons with invisible disabilities in society and development [1].

The problem of social protection of persons with disabilities is very important for Ukraine in connection with the growing share of people with disabilities in the total population. To date, the number of people with disabilities in Ukraine is more than 2 million people or 6.1% of total population [2]. One of the critical issues is to help people who have disabilities, which are related to the military conflict in the East of Ukraine. This is a group of persons with disabilities who need additional legal and psychological assistance, but unfortunately, many of those who received a disability during these events, are facing the same problems as other persons with special needs, namely getting disability group, prosthetics, rehabilitation, support, etc.

There is an urgent need to reorient the strategy of social protection of persons with disabilities from their material security to the creation of equal opportunities for this category of citizens. These include: barrier-free satisfaction of their own needs,

implementation of abilities and creativity, inclusion of persons with disabilities to the establishment of policies in a particular area, entails the need to change the structure and functions of social protection [3].

The transition to a market economy and the creation of the welfare state in Ukraine define new approaches to social protection of disabled persons, which are to create an integrated system on modern principles. Ukraine's ratification of international conventions will refocus policy on persons with disabilities to socially accepted standards, which are held by highly developed countries, provide harmonization of national legislation to international standards, create specialized rehabilitative institutions and barrier-free environment, etc. [4].

Our society gradually realizes that we need to adapt to the needs of persons with disabilities, not otherwise. Protecting the dignity of persons with disabilities, we are protecting our human face. Disability is not a sentence. Experience shows that people with disabilities can be and become full-fledged and highly effective members of society, excellent experts and even politicians, economists, social-active people, who inspire many other people, including absolutely healthy members of our society.

The analysis of scientific publications shows that the degree of scrutiny of the issue requires further research to determine how to modernize the existing system of social protection of disabled persons and solve urgent problems at different levels.

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65009 м. Одеса, вул. Генуезька, 22  
тел. (048) 705-97-48, 705-97-49  
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