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

NEW INSIGHTS IN PUBLIC ADMINISTRATION

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(Odessa, November 9, 2017)

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Opening Speech

Dear colleagues,

It is my privilege to address you and welcome the participants to this Seminar on the issues of public administration you research within your dissertation thesis.

I would like to express our thanks to the Ukrainian and Foreign Languages Department for organising this Seminar and for all the insights which will undoubtedly highly contribute to the success of this Seminar.

It should be pointed out that this Seminar is held in accordance with the requirements for senior civil servants to have B2 level in English. In fact, this is the third seminar dealing with improvement of English language skills.

I may add that there is also a prevailing idea which indicates the insights in public administration as the dissertations reveal modern managerial practices and recommendations to public bodies on improving their efficiency.

In conclusion, I should like to wish you every success in your work.

First Deputy Director
of Odessa Regional Institute for Public Administration,
National academy for Public Administration
under the President of Ukraine,
PhD in PA, Docent

M.P.Popov

Foreword to the third issue of the Internet-Journal

Dear readers,

It is my great pleasure to present the third issue of "New Insights into Public Administration", published in ORIPA NAPA under the President of Ukraine.

I would like to thank the authors who have submitted their papers to this electronic journal and thereby determining us to improve our academic work in order to provide a new tool to stimulate and disseminate scientific research results. Submitted papers are from different fields of public administration, covering various topics of PhD dissertations, but all of them being interesting and innovative. We wish, therefore, to encourage other authors to submit their papers as well, confident that the proposed papers and their scientific results will be useful for other PhD and MPA students in their investigations.

This issue includes a number of papers addressing a wide range of public administration challenges. The editorial board hopes to evolve continuously in this direction in order to achieve the new aims and scope of the journal.

The editorial board is very keen that the papers published generate a lively discussion.

Head of Ukrainian and Foreign Languages Chair
of Odessa Regional Institute for Public Administration,
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PhD in PA, Docent

Natalia Kolisnichenko

**Review of the head about the work
of the second year PhD students of the evening department
(English in the professional activities)**

Dear Colleagues,

The PhD students of the evening department studied the 48-hour course of English: 24 hours – “The art of communicating scientific results in a foreign language” and 24 hours – “Foreign language in the professional activities of public administration”.

Lectures, seminars and practical exercises included in the above-mentioned disciplines.

As a result: the course of “The art of communicating scientific results in a foreign language” has come to the end with a successful presentation of their scientific report in English, and the course “Foreign language in the professional activities of public administration” has ended with the writing of a scientific article in a foreign collection. The purpose of these disciplines – the acquisition of skills in the presentation of the scientific research - was successfully achieved.

The work of PhD students was evaluated as “perfectly” and “well”.

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Iryna Pulenko

PLENARY SESSION

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CONSOLIDATED LOCAL COMMUNITIES AND SCHOOL DISTRICTS IN UKRAINE

The expanding of economic and financial autonomy of educational institutes in Ukraine (with the simultaneous strengthening of their responsibility), which requires adequate legal, organizational and economic support is a necessary condition for efficient use of public resources in the education system. The strategic direction of the society on strengthening the role of the regions, the need to develop theoretical and practical foundations for regional systems of education, scientific awareness of the impact of regionalization on the level of educational performance fostered the approving of the new Regulation on an Education (School) District that regulates the creation, management and functioning of schools (within the Resolution of the Cabinet of Ministers of Ukraine № 777 of August 27, 2010).

From August 2010 the functioning of education (school) districts is legally normalized by the Article 9 of the Law of Ukraine "On compulsory secondary education", which proclaims that cultural and educational needs of citizens may be a part of education (school) districts, unions, other associations, including the participation of educational institutes of pre-school, secondary, extra-curricular, vocational and higher education schools of various types and levels of accreditation, institutions of culture, physical culture and sports, enterprises and communities. The Regulations № 777 of 27.08.2010 "On education (school) district" was approved by the Cabinet of Ministers of Ukraine. Thus, the results of parliamentary hearings "Education in rural areas: crisis tendencies and ways to overcome them" (March 14, 2012); the

Resolution of the Verkhovna Rada of Ukraine №4949-IV (June 7, 2012) with the approved recommendations; the "Guidelines on the Education District" which were approved by the Regulations of the Cabinet of Ministers of Ukraine № 79 (January 20, 2016) are an evidence for high interest to the issue.

A school district is a voluntary association within the administrative territorial units of early childhood education, secondary, extracurricular, vocational and technical, and higher education, which seeks to create conditions for citizens in secondary education, implementation of pre profile and profile training, in-depth study of some subjects, ensuring the full development of the individual and institutions of culture, physical culture and sports, enterprises and NGOs [3].

An education (school) district is an innovative model of education management. It is not only a territorial entity, but strong logistical, educational and methodical base of highly qualified personnel. This is an effective factor in improving the quality of education.

Educational district management is carried out on the collegial basis by the Coordination Council of the District, which includes: the representatives of the City Education Department and of educational center, heads of all education (school) districts.

The activity of the education (school) district has three major areas: the activity of the management system; the methodical work with the staff (both highly skilled and young teachers); close cooperation with pupils' and parents' groups.

Various governing bodies can function within the education (school) district. The Methodical Council of the education (school) district provides: social studies; educational monitoring; consulting; coordination of methodical units activity of educational institutes of the school district; scientific-practical conferences; presentations of the district; supportive psychological services; district methodical performance; methodical trainings, seminars, workshops. The Creative Teaching Laboratory can be formed to provide: workshops, teaching classes; open sessions; advice activities; guidelines. The District Office on Career Guidance proposes: social studies, diagnosis of professional orientation; monitoring of labour market; job fairs;

meetings with interesting people etc. The various Methodical Associations (creative, problematic, dynamic groups) develop: guidelines, creative projects, presentations of creative portfolio, teaching cases, publications. The Methodical Advice Office has such functions as: individual consulting; focus consulting; address methodical assistance; development of methodical publishing issues and journals.

Consolidation of schools within the education (school) district is compared with the process of optimization. Optimization of the school network includes the following steps: to identify leaders of optimization process; to collect and analyze data aiming to optimize the school network; to develop the scenarios for optimization; to develop the scenarios for changes in the school network; to organize a campaign on informing and involving the public.

Beginning the process of optimizing of the school network, it is necessary to create a working-group involving all relevant stakeholders, which will be headed by the chairman of the community or an authorized representative. This working group should allocate responsibility for different components to optimize and monitor the process.

The functioning of school districts is a wide world practice. There a school district is a form of special purpose district which serves to operate local schools. It is a corporation created for the sole purpose of performing one public function - education management. The wide recognition of school districts is that school systems are divided into districts because localized administration and policy making are more efficient and more responsive to community needs. School districts is a form of local government arrangement in the US, UK and Canada. These countries have school and special districts. They do not coincide with the administrative territorial division but were formed due to natural causes and natural factors. For example, in the US there are 14,741 school districts and 29532 special districts [1, p. 47]. School districts are mainly created to separate education from politics. They combine most of the schools (approximately 90% of all schools), independent of local counties and municipalities. School districts in the USA are expected to tie decisions on tenure, promotion, and salary for individual teachers. States around the country are now in the process of requiring districts to implement teacher evaluation systems, often with short time frames

and much of the decisions on design and implementation left to each school district where there are individual differences in the quality and skills of their management teams. Many reform initiatives are focused at the district level in the sense that they are intended to disrupt the school district's monopoly in delivering publicly funded education services which include charter schools, vouchers, on-line education, and school portfolio management models. The reform is focused on strong leadership oriented to student achievement, which is connected with individual schools, teachers, curriculum, and parental choice of where to educate their children. If reforms are to work, they must be carefully adapted for each community, school, and classroom.

The theme of school districts is becoming more and more popular within such topics as: effective leadership (focus on students learning, dynamic and distributed leadership, sustained improvement efforts over time); quality teaching and learning (high expectations and accountability for adults, coordinated curriculum and assessment, coordinated professional development, quality classroom instruction); support for system-wide improvement (effective use of data, strategic allocation of resources, policy and program coherence); clear and collaborative relationships (professional culture and collaborative relationships, clear understanding of school and district roles and responsibilities, interpreting and managing the external environment). To solve these issues the work of school and district leaders has to be changed dramatically and rapidly, due to the demands of external accountability, including standards-based reforms at the regional level and the national taking into account environment, resources, management.

The introduction in Ukraine of such a mechanism as education (school) districts would enable the expanding of educational services and transparency. That will increase the interest of the community in solving its own logistic needs of the schooling.

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DISCUSSION SESSION

PHD STUDENTS' FINDINGS IN PUBLIC ADMINISTRATION

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MECHANISMS OF PUBLIC ADMINISTRATION IN THE DEVELOPMENT OF THE REHABILITATION SYSTEM IN UKRAINE

Relevance of research. Ukraine does not have a coherent rehabilitation system that covers all phases and levels of medical assistance, rehabilitation services are not available to many people who need them (traditionally, rehabilitation services are provided in the resort environment). There is no relationship between the various stages of providing rehabilitation care (due to different departmental rehabilitation institutions). One can observe a low level of coordination between authorized ministries and organizations. Besides, a separate complexity is the need to rehabilitate victims of armed conflict in eastern Ukraine. Finally, the unresolved issues are the financing of rehabilitation services.

The objective of the study is theoretical revealing of the organizational and economic mechanisms of public administration in the development of rehabilitation system in Ukraine and the development of a public-private partnership model for the provision of specialized rehabilitation services.

The tasks of the study are:

– to reveal the peculiarities of the existing organizational mechanism of public administration of the rehabilitation system and to determine the directions of its

improvement taking into account new functions and needs in the inventory of existing rehabilitation institutions, their certification in accordance with the international standards;

- to study the economic mechanism in financing rehabilitation services and to develop a model of their multi-channel financing;

- to explore the model of public-private partnership for provision of specialized rehabilitation services and to prove its effectiveness taking the case of the project of the international rehabilitation city "InterMedicalEcoCity" (Kherson oblast).

The object of research is the state system of organization of rehabilitation services in Ukraine.

The subject of research is mechanisms of public administration in the development of the rehabilitation system in Ukraine.

The methods of research are:

- analytical method was used in selection of scientific information on the topic of the dissertation;

- comparative and logical-semantic methods were used in research of the conceptual apparatus;

- structural-functional analysis and decomposition were used in revealing the mechanism of public administration in the development of the rehabilitation system;

- the methods of economic-statistical analysis and theoretical modeling were used in the development of the model of public-private partnership for provision of specialized rehabilitation services.

The empirical basis of the study are the legal acts regulating the managerial relations of public administration entities with the system of rehabilitation, statistical and stock materials, personal observations of the author.

Scientific novelty of the expected results will be in the following:

- structural and functional model of the organizational mechanism of public administration for the development of the rehabilitation system in Ukraine, which will ensure coordination between the authorized ministries and organizations and the

correspondence between the organizational structure and the area of functional responsibility;

- a process model of the organizational mechanism of public administration for the development of a rehabilitation system in Ukraine that will provide an effective interconnection between the "business processes" of comprehensive provision of rehabilitation services;

- a model of public-private partnership as an organizational and economic mechanism for multi-channel financing of rehabilitation services, which will ensure the systematic development of sanatorium and resort facilities, the quality and accessibility of the rehabilitation system for all population groups.

The findings of the research will be in the analysis and development of recommendations on the Law of Ukraine "On the prevention of the system of rehabilitation in Ukraine":

- number, registration date: 4458 dated April 15, 2016;
- author team, working group;
- "this Law defines the basic principles for the creation of legal, socio-economic, organizational conditions for the prevention of disability and the functioning of the rehabilitation system in Ukraine, the elimination or compensation of the consequences caused by persistent health violations, the functioning of the system of maintenance of persons with disabilities of physical, mental and social well-being, assisting them in achieving social and material independence".

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**REFORMING THE STATE PENSION SYSTEM OF UKRAINE:
THEORETICAL FOUNDATIONS OF A COMPLEX INNOVATION
MECHANISM**

Relevance of the topic. Reforming the state pension system is a pressing and urgent issue for Ukraine, which has been identified as one of the top priorities of the new social policy in the Strategy for Sustainable Development "Ukraine 2020", the Government Action Program, the Coalition Agreement and specified in the strategic documents approved Ministry of Social Policy. At present, part of the identified tasks of this policy is implemented in the Law of Ukraine "On Amendments to the Law of Ukraine "On Pension Provision". The next stage of the reform is the transition to a single principle of accrual of pensions, the phased development of non-state pension insurance, the introduction of an accumulation system of pension insurance. In addition, updating the effectiveness of the STS involves the large-scale implementation of this system of innovative tools that will ensure the creation of a qualitatively new the system of servicing citizens, processing of pension documents on the basis of centralized information technologies, development of information and analytical systems of the Pension Fund of Ukraine, as well as introduction of new technologies of administration of the State Tax Service, which will reduce the costs of its maintenance, and will increase the transparency of its activities.

However, the successful implementation of the goals and objectives of the reform of the DPS is being slowed down, as the innovation mechanism is imperfect, which is

not fully applied in the reform process, in particular due to the lack of theoretical and methodological support for the implementation of reforms in an innovative way. Solving the problems of reforming the DPS attracts the attention of many domestic researchers, including the latter The work of E. Libanova, D. Polozenko, L. Tkachenko, A. Zavgorodniy and subsequent experts of the Ministry of Social Policy and the Pension Fund of Ukraine are devoted to the study of the current state and ways of reforming the pension system. Significant developments are made by foreign scientists. M. Dorfman, M. Svenchitsky, R. Hinz, R. Holzman and others analyzed the mechanisms of calculating pensions, studied their conformity with modern economic and demographic trends; O. Belinskaya, O. Ivanova, M. Kravchenko, V. Skuratovsky, L. Stozhok, P. Shevchuk considered the essence of social protection and pension provision, problems of using different methods of management in the socio-humanitarian sphere; I. Gnibidenko, B. Zaichuk, B. Nadtochii, O. Paliy, M. Papiiev, L. Tkachenko, studied the reform of the pension system; T. Kirian, M. Shapoval - labor relations; M. Boyko - pension law; S. Onishko - insurance services market; V. Grushko, M. Rippa, S. Yuriy - financial mechanism of the pension system; O. Koval, M. Lazebna, A. Nadzotchy - functioning of non-state pension funds.

In the context of this study, the works of N. Volgin, T. Maleva, V. Royika, A. Solovyov on reforming the pension system are interesting; L. Degtyar, L. Lebedeva, E. Chetyrkin concerning pension systems of the countries of the world; M. Zakharova, E. Tuchkova concerning pension legislation and others. The fundamental results of the researches of S. Kravchenko, V. Bakumenko, V. Orlov, A. Kuznetsov, S. Popov and others, which are devoted to theoretical and methodological substantiation and directions of implementation of state-administrative reforms, are issues of innovative reform of the system of public authorities.

Despite the wide range of urgent tasks for the innovative reform of the STS of Ukraine, their significance in achieving the goals of modern state-management reforms, limited their effectiveness, the growing attention of researchers to the mechanism of innovations within the framework of reforms, there are gaps in the theoretical and methodological principles of reforming the STS of Ukraine, in particular on

implementation innovative tools that will provide a qualitative update of the system of service of citizens; effective processing of pension documentation; development of information and analytical systems of the Pension Fund of Ukraine; improve the efficiency of administering the STS and increase its transparency, reduce administrative costs.

The purpose and objectives of the study. The purpose of the study is to substantiate the conceptual foundations of the mechanism of innovative reform of the state pension system of Ukraine and determine the ways of its improvement. To achieve this goal, the following tasks are set:

- to carry out a comprehensive analysis of regulatory and legal support for the innovative reform of the STS of Ukraine in order to identify the most important positive and negative factors;
- to identify the peculiarities of European experience in reforming the DPS;
- to formulate the concept of state-management innovations in the context of the peculiarities of reforming the STS of Ukraine
- to identify priority directions of improvement of innovation activity of STS of Ukraine.

Basic research methods. To solve the problems, in particular to consider the problem from different angles, a complex of both general scientific and special research methods was used, namely:

- methods of logical search, bibliographic and documentary analysis, systematization and observation for the identification of domestic and foreign scientific developments from different fields of knowledge and regulatory support, on research issues, trends in the development of DPS, as well as for the identification of the subject field of innovative tools that provide reform this system;
- comparative methods for determining the main trends, problems of reforming pension systems of European countries, assessing and operating the institutions of pension provision, as well as identifying common features and specifics of existing foreign models for reforming the pension system;

- methods of synthesis, modeling and forecasting for substantiation and construction of conceptual models of the complex mechanism of innovative reform of the STS of Ukraine;

- methods of sociological survey to specify the volume and quality of the DPS's innovative resources.

The object of the study is the processes of reforming the state pension system of Ukraine.

The subject of the study is the theoretical basis for improving the complex mechanism of innovations in reforming the state pension system of Ukraine.

Conclusions The new pension system, which is dependent on many components and indicators of socio-economic development, in particular from the state of the labor market, the level and dynamics of wages, the effectiveness of social, tax, banking, price and other components of the state policy, needs to be improved. To do this, it is necessary to reform the structure and content of the pension system model.

An important task for the further development of the pension system is the introduction of an integral system of reporting, financial accounting and state control in the field of social insurance, which will enable to solve the problems associated with evasion of payment of insurance premiums, improve control over income and expenditure social insurance funds.

It should be noted that today the pension system of Ukraine is in a difficult financial situation and does not provide pensioners with the necessary amount of income (pension) to maintain their livelihoods. In the future, the problem of aging of the population can lead to an even greater aggravation of the crisis in the system of pensions. Effective ways out of this situation is to increase retirement age and introduce accumulative pension systems. Ukrainian legislation plans to leave the possibility of voluntary postponement of retirement by age and, afterwards, increase its size. The introduction of a cumulative pension system is at an initial stage, besides, it will only solve the problem of aging population, and the current imbalance of the existing solidarity system does not eliminate. To reduce the deficit of the pension fund can be by canceling the "shadowing" of wages; for this purpose, it is necessary to transfer the

obligation to pay contributions to social insurance funds entirely to employees, except for contributions to the social insurance fund from accidents at work and occupational diseases. At the same time, wages need to be increased, and the rate of a single social contribution is to be reduced. This approach will help form a highly effective, financially balanced pension system that will encourage pensioners to make pension savings, and employers - to increase pension deductions. In addition, this will allow to accumulate additional investment resources for the stable development of the economy.

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Hniivan' town mayor,

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PUBLIC CONTROL IN RELATIONS BETWEEN THE REPRESENTATIVE AUTHORITIES (COUNCILS) AND THE COMMUNITY

The direction of this scientific research is relations between the representative authorities (councils) and communities, and political parties, associations of citizens, non-governmental organizations.

The relevance of the research is determined with the current development of independent Ukraine on the principles of democracy, transparency, openness, and anti-corruption. It requires from all the participants of the process to interact, to trust and to cooperate. Demos, exercising their power both through state authorities and through local self-government bodies, are the bearer of sovereignty and the only source of power in Ukraine as it is stated in Article 5 of the Constitution of Ukraine. The process of democracy in Ukraine is based on the principle of representation. Representation of public in the system of governance is provided with two basic forms of public authority, namely, state authority and local authority. Representation of public in governance is expressed through the elected deputies to the Verkhovna Rada and the President, who form the Government and other institutions of executive power. Representation of public in the system of local self-government is carried out through local councils, in particular through councillors of local councils and heads of territorial communities elected by people. Life activity of the whole country and of a separate territorial community depends directly on professionalism, competence, honesty and transparency in the work of representative bodies of power. At the present stage of the society's

development, the cooperation of the authorities with the public plays an ever greater role.

As European and world experience testifies, social progress, democratic development and economic growth of any state can not be realized without active participation of civil society. Active non-governmental organizations are an integral part of all democratic legal powers in the world. The interaction between public authorities and the involvement of the public into governmental or local policy-making for the development of territorial communities and the country is relevant to all democracies in the world. After analyzing this period in the developed European countries, we can argue that along with the developed democracy in these countries, the participatory democracy is actively developing.

During the years of independence, Ukraine has been actively seeking the forms of community participation in the governance process. The country is attempting to implement these forms of participation into practice. However, today we see from one side a strong desire of political leaders to have a representative mandate and from the other side there is a lack of public interest to participate in governance as a result of high level of political corruption and low level of trust to the government. Therefore, a very important task today is to create and consolidate an ideal model of democracy at the legislative level, which will combine high responsibility for a representative mandate, legitimized public control, and the inability for the authorities to use the trust of voters in their own purposes.

The area of research is relations between the authorities and the community, implementation and improvement of public control.

The objective of the study is to analyze the existing mechanisms of public control over the activities of representative authorities and to develop recommendations on its improvement and legitimization.

The main tasks of the study are:

- to define the theoretical and methodological basis of the process of control over the activities of representative authorities;

-to identify and reveal the most effective forms of control over the representative power by public institutions;

- to examine foreign experience in controlling the activities of elected officials;

- to study the changes to the current legislation which Ukraine has to introduce in order to improve the transparency of decision-making;

- to carry out an analysis of the regulatory framework on decision-making processes, the possibility for the community to influence the decision-making process, accountability and responsibility of those who have the mandates at the legislative and local levels;

- to propose the ways in increasing efficiency of public participation in decision-making processes, in control over the activities of representative authorities by public institutions.

The object of the research is the interaction of representative bodies with institutions of public control.

The subject of the research is the mechanisms of public control over the councillors of representative bodies.

The general methodological basis of the study was: the development of the national science on democratic governance and on the interaction of public authorities; the modern theories of public administration; the experience on interaction of representative authorities with the public taking the practice of Hniiivan's territorial community of Vinnitsa oblast.

The research methods are:

- historical and logical methods were used to provide theoretical and methodological analysis of literature while determining the essential characteristics of key concepts of the research;

- structural and functional analysis was used to study the functioning of the system and its components, to identify structural deficiencies and to find ways in improving the mechanism of public control;

- comparative analysis was used to characterize the facts and phenomena, to assess the current state, trends and ways for further development of the public control system in policy-making and policy implementation through civic organizations;

- system-synergetic approach was used to analyze the peculiarities in functioning of the mechanisms of public control over the representative bodies taking into account the laws of self-organization processes in society.

The findings of the research will be in the following:

- as Ukraine is moving through democratic transformation and strengthening its civil society the prospective directions for further research in "state-society" area are the development of fruitful cooperation between the public authorities and the public. This will facilitate the transfer of such cooperation into mutually interested social partnership, when the state will receive much more benefits. They are the strengthening of the state's authority among its citizens; the increasing of public trust to the authorities;

- further development of both civil society and government as subsystems of a social system is crucial in ensuring the democratic development of the country, in achieving the constitutionally defined ideal Ukrainian goal proclaimed by the first article of the Constitution of Ukraine - that is the creation of a sovereign and independent, democratic, social and legal state;

- the relevant issues for public administration system are the development of such strategy and tactics of its cooperation with the public through civic organizations that would first, eliminate the impact of other stakeholders on public opinion formation and realization and second, put the interaction between public authorities and the public as the priority for public administration;

- the process of civic organizations' development in Ukraine, their cooperation with public authorities contains a number of problematic issues, both internal and external, including:

- a lack of legally established norms regarding the activities of civic organizations;

- resource potential of NGOs and their funding sources;

- a lack of mechanisms of interaction between public authorities and civic organizations;

- non-efficiency of civic organizations' activity. Therefore, the formation of efficient institutes of civil society is an important stage in the process of establishing methods and forms of cooperation between public authorities and the public through the representation of civic organizations.

Thus, only active cooperation between public authorities and the public will lead to success. In future it is important to take into account the opinions of Ukrainian citizens not only during the elections, but also in making important decisions by the public authorities and local bodies in their everyday activity.

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IMPROVING THE SYSTEM OF GOVERNMENTAL STRATEGIC PLANNING OF FORESTRY BALANCED DEVELOPMENT IN UKRAINE

The relevance of the research topic is determined by the extremely important role of forests in preserving the environment and economic activity of people. State forestry is a stabilizing factor in: developing rural areas, ensuring employment and improving state's welfare.

Ukraine belongs to countries with low forest covering. Over the past decade, a significant part of the forest plantations was lost because of industrial emissions and has suffered from a Chernobyl accident. In addition, the status of forests in Ukraine does not meet the ecological and economic requirements, and forestry is carried out under crisis economic conditions. The long-term process of reforming forestry in Ukraine demonstrates the inefficiency of the current forestry policy. The outdated economic instruments inherited from the command-and-control economy, and ineffective state policies in the forestry sector hinder the development of the forest sector towards a market economy.

Taking into account firstly, the special significance and value of forest resources that are predominantly state-owned, secondly, the belonging of forest resources to the objects of property rights of the Ukrainian people, it is necessary to determine systematically the directions of further reforming of forest management in Ukraine on the basis of a strategic analysis. It is important for complete satisfaction of society's needs in wood and other forest resources on the basis of harmonious governmental regulation principles and long-term interests of the state functioning with the market

mechanisms. It is provided considering the changes that took place in the forestry and in accordance with the international obligations of Ukraine. The reform process should include further integration and strengthening of the forestry contribution of Ukraine in: preventing the effects of climate change and ensuring environmental sustainability; improvement of the economic situation in the regions in particular and in the country as a whole; development of rural territories.

In addition, it is necessary to consider that the period of forestry production is the longest among all known productions. It is 60-100 years or even more and it covers the whole range of measures for the preserving, protection, reproduction and rational use of forests.

The fundamentals in transferring to this reform system are laid down in: the Sustainable Development Strategy "Ukraine 2020", the Programs of the Cabinet of Ministers of Ukraine, approved by the decree of the Verkhovna Rada of Ukraine № 26-VIII (December 11, 2014), and should stipulate the objectives of decentralization, development of private entrepreneurship, increasing the number of work placements, minimizing corruption risks and committing offenses, establishing open, transparent mechanisms in making decisions and distributing forest resources among their consumers and producers of woodworking products.

In order to achieve these objectives, it is necessary not only to use the experience of countries that have already made major changes to the economic and managerial mechanisms of forestry, but also to apply effective strategic management and planning tools.

An important contribution into solving theoretical and methodological problems in forest policy making in the context of transition economies, analysis of the forest sector of the economy, paid use of forest resources and sustainable use of natural resources has been made in the works of A. Bobko, T. Galushkina, S. Gensiruk, P. Gluck, G. Gregersen, A. Grayson, L. Grinov, B. Danylyshyn, Y. Dyachenko, P. Ellefson, F. Kabbadja, M. Cloveson, J. Koval, M. Krott, E. Mishenin, L. Melnyk, A. Neverov, A. Petrov, M. Popkov, I. Sinyakevich, B. Solberg, I. Tikkanen, Yu. Tunitsya, A. Warel, A. Freyzer, W. Hyde and others.

However, the analysis of scientific literature, related to the topic of this study, confirms the insufficient level of research regarding the theoretical aspects of strategic planning in the development of this sphere. There are no studies devoted directly to this sphere in the national science of public administration. At the same time, the works of the named authors have created the basis for: systematic consideration of strategic planning of forestry development in Ukraine from the standpoint of public administration science; understanding of the conceptual aspects of their formation and institutionalization taking into account national traditions of state building and foreign experience.

The objective of the research is to reveal the directions in improving the system of governmental strategic planning of forestry balanced development in Ukraine.

To achieve the research objective the following **tasks** are set up:

- to research the conceptual-categorical apparatus;
- to consider the principles of strategic planning;
- to study the regulatory acts on forestry development;
- to analyze the development mechanisms of forestry management;
- to analyze foreign experience in forestry development management;
- to reveal the directions in improving the system of governmental strategic planning of balanced development of forestry.

The object of the research is the governmental planning of forestry development in Ukraine.

The subject of the research is the improving of governmental strategic planning of balanced forestry development in Ukraine.

The scientific novelty of the findings will be in systematic presentation of the directions for improving the system of state strategic planning of balanced forestry development in Ukraine aimed at defining the principles, tasks and tools for solving ecological, economic and social problems of forestry, raising the level of economic capacity, productivity, profitability and, consequently, creation of conditions for its balanced development, taking into account the features of Ukrainian forestry that distinguish Ukraine among other European countries.

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WORLD MODELS OF LOCAL SELF-GOVERNMENT REFORM: COMPARATIVE ANALYSIS

Direction of scientific research. Conceptual Principles for the Reform of Local Self-Government and Territorial Organization of Power in Ukraine.

Relevance of research topic. Improvement of the system of local self-government as the basis of any democratic system is an important factor, which becomes especially important at the present stage of state building in Ukraine. The complexity of the modern process of development of our society is that, based on world experience and taking into account the domestic practice of functioning of local self-government bodies, to improve their existing system capable of acting in the interests and under the control of a person.

The reform strategy "Ukraine 2020 Strategy for Sustainable Development" requires the state to resolve new legal, economic, political and social tasks, the main of which is the formation of an effective system of local self-government, as close as possible to the population of the institute, to satisfy the interests of citizens in all spheres of life, the introduction of effective mechanisms of social interaction with self-governing structures.

An important means of solving these problems is the use of foreign experience in reforming the activities of local self-government bodies, which should be adapted to the conditions of Ukraine, since countries that have gone through this path have some experience of success and mistakes that may be useful to Ukraine.

Every country that is on the path to reformation, for its successful implementation, must analyze and effectively use the good practices of its predecessors. In the realities of modern times, the generalization of Ukrainian and foreign experience is practically impossible due to the versatility of transformational processes and the diversity of initial conditions. However, some interest, in the context of the analysis of the practice of reforming public administration, may provide information about the structure and scheme of building executive bodies in some countries of the world. Such information can be of value, as examples of the creation of a modern system of public administration.

The interest in the issues of local self-government and borrowing foreign experience is determined by the active realization of Ukraine's European aspirations and the effectiveness of social dialogue in the countries of the European Union between the authorities and the population. From this point of view, special attention is paid to the implementation of the reform of local self-government in European countries.

The urgency of the chosen topic is also due to the need for a scientific reflection on the historical development of local self-government on the basis of theories and modern concepts of local self-government, which enables a well-founded choice of an optimal model for its reform in Ukraine. The necessity of analyzing the essential characteristics of local self-government is evident: its concept, guarantees of its functioning and financing, the structure of local self-government, the powers of these bodies and their relationship with the powers of local state administrations to identify the state of legal regulation of local self-government and ways to improve it.

The ways of increasing the role of local self-government in solving local problems were studied by A. Tkachuk, V. Kravchenko, V. Rubtsov, A. Batanov, A. Orlovsky, A. Krupnik, O. Boyko, M. Latsiba and others. Problems of improvement of relations between local self-government bodies and state authorities are devoted to the work of M. Klepatsky, R. Kobets, V. Komov, D. Koltsov, L. Lanovyuk, V. Lesovik, A. Matvienko, O. Molodtsov, M. Pidmogylin, M. Pittsyk and other. The questions of the growth of the role of territorial communities in the solution of local affairs are grounded in the scientific works V. Babayev, Yu. Molodozhen, S. Sakhanenko, L. Bezzubko, E.

Goryan, G. Muzychenko, L. Savchenko, V. Sidorenko and others. Studies of foreign experience in the reform of local self-government and its use in post-Soviet countries are devoted to the work of such scholars as V. Boytsov, I. Kozyur, S. Soskin, A. Tkachuk, V. Chernitsa, and others.

However, despite a rather wide range of research on local government issues, the latest local government reform processes, the continual replenishment of the legal framework in the countries of the world remain neglected by scholars, there is a lack of a modern comparative analysis of the current actions of Ukrainian governments and countries with diverse models of local self-government, the analysis of which is actualizing. choose the topic of research.

The aim of the study is to compare the implementation of the reform of local government in the countries of the world and Ukraine, to identify their similarities and differences, to identify the most promising areas for improving the process of reforming local self-government in Ukraine.

The achievement of a certain goal has necessitated the following **tasks**:

- to find out the historical aspects of the reform of local self-government in Ukraine;
- to study the main provisions of the theory of local self-government as the basis for developing the concepts of its reform;
- to systematize the basic concepts and categories of research on the reform of local self-government;
- to analyze the political, economic and social preconditions for local self-government reform in Ukraine;
- to identify peculiarities of the concepts of reforms in Ukraine and other countries of the world with various models of local self-government;
- to analyze the similarities and differences in the implementation of the most effective reforms of local self-government;
- to identify and analyze the difficulties of reforms in Ukraine, their causes and substantiate possible ways of accelerating them in Ukraine;

- to propose to local self-government bodies concrete steps on effective implementation of the reform of local self-government.

The object of research is local self-government reform.

The subject of research is world models of local self-government reforms in the context of the experience of reforms in Ukraine.

Research methods. To achieve this goal, the following methods were used in the work: the method of comparison - to study the similarities and differences in the implementation of local governance reforms in countries; systematization method - for generalization of the conceptual apparatus; institutional method - to study the institutional component of the local self-government reform; the historical method was used to study the sources of formation of local government institutions in Ukraine; the method of empirical analysis - to determine possible ways for effective implementation of reforms in the field of local self-government in Ukraine.

Having analyzed the various theories of the origin of local self-government, one can reduce their main differences to the difference in the views on the ways of forming local bodies and the nature of the relationship with the central government.

Thus, the theory of free communities, based on the idea of natural law, has its central position that the community, as a self-governing territorial group, is as independent as the state itself. On the contrary, the state theory, on the contrary, is based on the idea of creating self-governing bodies that are completely subordinated to the state and understands self-government as a link of state power, which does not have its own rights and its own competence. To some extent, these two theories unite the social theory, which asserts that self-governing bodies are independent only in the non-political sphere - in the sphere of economic and social activity.

On the basis of existing theories of local self-government in the management practice, there are two models of the organization of power in the field of so-called European, which primarily uses the provisions of the state theory and Anglo-American, which is based on community theory.

In the European model of local self-government at the same territorial level, local self-government and local government are combined. At the same time, local authorities

have separate functions related to local self-government. In the past, this was a function of administrative guardianship, which stipulates that decisions of local self-government bodies can not enter into force until they are approved by a local official appointed or authorized by the state authorities (prefect, mayor or governor).

In modern administrative practice, the function of administrative supervision prevails, which is limited to checking the legitimacy of decisions of local self-government bodies. An administrator is given a short time for verification, after which the decision comes into force, if no objections have been received.

The Anglo-American model is characterized by the action of local self-government at all territorial levels below the state, the subject of a federation or an autonomous region. Such a model is clearly visible in the United Kingdom, where the tradition of community autonomy in managing local affairs within the law has developed, but without the intervention of the central government or its local representatives. It was such a local government R. Gneist called - local self-government.

At the end of the XX century, the so-called newest model of local self-government, which is inherent in it, began to emerge:

- the growing importance of civic initiatives, the influence of community residents on the activities of local self-government bodies;
- local self-government bodies help individual citizens and social groups to meet their needs and therefore transfer the right to provide part of public services to non-governmental organizations and businesses;
- local self-government bodies are looking for sources of financing for community development in other organizations and institutions.

In other words, the democratic elements began to be affirmed or strengthened; the model of development of modern societies began to work, which significantly changed local self-government. The generalization of the experience of reforming local self-government, its further theoretical understanding and practical application in the conditions of different national traditions becomes relevant.

The scientific novelty of the study is to analyze the latest practice of implementing reforms in the world and Ukraine and to determine the fundamental differences in the

preconditions, concepts and implementation of local self-government reforms that affect the ways of accelerating the actions in Ukraine.

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REFORMING LOCAL SELF-GOVERNMENT IN UKRAINE IN THE CONTEXT OF DECENTRALIZATION REFORM

The relevance of the chosen topic is defined:

- with the need for a scientific understanding of the historical development of local self-government and theories of local self-government;

- with modern concepts of local self-government in order to analyze the choice of an optimal model aiming to develop further local self-government in Ukraine;

- with the need to analyze the essential characteristics of local self-government: its concept, essence, features, guarantees of functioning and financing; structures of local self-government bodies; the powers of these bodies and their relationship with the powers of local state administrations to identify the state of legal regulation of local self-government and ways to improve it.

The research practice of local self-government reform in Ukraine, analysis of achievements and errors, forecasting of further steps in the implementation of reform, studying the practice of European countries in the implementation of local self-government reform, possible directions of interaction between Ukraine and other states in this process will be studied.

Thus, the relevance of the research is caused by the necessity to develop a concrete scientifically grounded concept for the further development of local self-government in the context of administrative reform in Ukraine.

The institute of local self-government is the subject of research for many scholars. There is a bulk of works on local self-government including the works of B.A. Andresyuk, P.D. Bilenchuk, V. Bordenyuk Butko I., Golovchenko V., Deliya Yu., Korpan' O., Kampo V., Krasnov M., Kravchenko V.V., Korpanya O., Kuibida V.S., Pidmogilny M.V., Chirkin V., and others.

However, despite the interest to the topic, some provisions are not sufficiently developed.

The objective of the study is to analyze the trends of local self-government reform in the context of decentralization of power in Ukraine, based on the study of normative acts and scientific literature.

Based on the objective, the **tasks** of the work are:

- to study the historical aspects of administrative reform in Ukraine;
- to characterize the legal principles of decentralization of power in Ukraine;
- to determine the place of local self-government reform in the administrative reform;
- to analyze the areas of redistribution of powers between state authorities and local self-government bodies in the course of decentralization of power;
- to classify the entities of local self-government, and change their status during the reform;
- to analyze the basic principles of ensuring the guarantees of local self-government in the course of decentralization of power;
- to give a description of the principles of functioning of local self-government in Ukraine;
- to analyze the first practices of local self-government reform, achievements and errors;
- to formulate proposals to local self-government bodies to overcome the errors of reforming.

The object of the study is administrative reform in Ukraine and decentralization as its component.

The subject of the study is the directions of local self-government reforming under the conditions of decentralization of power in Ukraine.

The methodological basis of the work is the works of Ukrainian and foreign specialists in administrative law. To achieve the goal, the following **methods** are used in the work:

- the method of systematization (to generalize the conceptual apparatus and to reveal the concept of "local self-government")
- institutional method (to study the institutional component of the reform of local self-government)
- historical method (to study the historical aspects of administrative reform in Ukraine)
- method of empirical analysis (to identify possible ways to overcome difficulties and errors in the process of local self-government reform);
- analysis and synthesis of the results of the research.

As the result of the decentralization of power in Ukraine and the reforms of local self-government, local self-government bodies are expected to expand their competence, or at least substantially to reduce the similar powers of the executive bodies, and to eliminate the financial crisis of local self-government.

In the process of decentralization of power, a system of guarantees of local self-government is important. Among them, one can distinguish the following ones: the general guarantees, which are determined by the peculiarities of the socio-political system, by the degree of economy development, and by the spiritual sphere; constitutional guarantees, which are defined in the Constitution and are devoted directly to the principles of organization of local self-government; organizational and legal guarantees, which provide organizational and legal autonomy of territorial communities and local self-government bodies.

It is argued that the most important guarantee of local self-government is its relevant financial support. At present, the absolute majority of local budgets in Ukraine are unprofitable. Their revenues are carried out at the expense of state subsidies and subventions. As a result, there is a systemic financial crisis of local self-government and

their on the state. An efficient way out of the situation is the normative consolidation of the material base of local self-government, and, first of all, the consolidation as a local broader range of taxes, fees and obligatory payments.

The scientific novelty of the expected results is that the reform of local self-government is considered in the context of decentralization of power, in conjunction with the reformation of both state authorities and radical changes in the status of local self-government bodies.

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**WORLD TRENDS IN THE DEVELOPMENT OF THE THEORY
OF «NEW PUBLIC MANAGEMENT» (NPM) AS A BASIS
OF THE FORMATION OF PUBLIC ADMINISTRATION METHODOLOGY
IN UKRAINE**

Relevance of the topic. World models of the theory of «New Public Management» (NPM) have been evolving since late 1980-th. The issues of centralization and decentralization are considered from the point of view of the analysis of the peculiarities of the states in the world, their national traditions, peculiarities of life, the development of science, etc. The certain classifications of NPM are emphasized. There is a distinction between categorical apparatus of national science and foreign one in the field of "public administration", "public management". In addition, in domestic science and practice it is customary to consider some experience of a separate state and implement it in the domestic public administration. However, world experience demonstrates the orientation of scientific theories on the development of its own NPM system, which does not contradict the global trends and the essentiality of NPM. In the world emphasis is placed on the intellectualization of public management and administration.

Separate elements of the world's NPM system are investigated in domestic science, in particular, it concerns issues of centralization and decentralization, participation, increasing the efficiency of public servants, reengineering, management,

audit, etc. However, there is not integral native theory of NPM, which would have distinct features from the traditional theory of public administration. In addition, the methodology of NPM development and implementation in domestic science and practice are not clearly defined. In fact, in 2017 there is a backlog of domestic science and practice from many developed countries of the world. That is why there are problems with the introduction of systemic changes in Ukraine and its accession to the world's developed countries.

The aim of the research. Development of theoretical and methodological foundations for the introduction and development of the "New Public Management" (NPM) in Ukraine on the basis of analysis of the development of world models of the theory of «New Public Management» (NPM) in order to reach to the level of developed countries of the world.

The following research **objectives** are formulated to achieve the goal:

1) to generalize and systematize research on the application of the category "new public management" (NPM), to determine its conceptual basis, to prove the expediency of using this category in the science and practice of public administration, to provide it with an author's definition;

2) to explore the world experience of "New Public Management" (NPM) and identify its model;

3) to analyze the legal foundations of the world models of "new public management" (NPM) and highlight the main requirements for public administration entities;

4) to substantiate the possibilities for the introduction and development of a "new public management" (NPM) in Ukraine,

5) to identify the main stages of the formation and development of the "New Public Management" (NPM) in Ukraine;

6) to develop theoretical and methodological foundations for the implementation and development of a "New Public Management" (NPM) in Ukraine

Object of research: the process of the methodology formation of public administration in Ukraine.

Subject of research: world models of the theory of "new public management" (NPM).

Analysis and expectation of the results of the research. Changes in the Ukrainian society require modernization of the system of public administration. The Strategy for Sustainable Development "Ukraine 2020", approved by the Decree of the President of Ukraine dated January 12, 2015, No. 5/2015, defines decentralization and implementation of public administration reform as a priority. The existing model of public administration in Ukraine does not correspond to the country's strategic course aimed at European standards of democratic governance, as it is ineffective and prone to corruption, excessively centralized, closed from society and alienated from the needs of the citizen. That is why the problem of formation a "New Public Management" (NPM) as a system is relevant and socially significant, taking into account national traditions and domestic experience of building a public administration and administration system that should change the activities of public authorities and the quality of state-provided services that meet modern requirements of society. The developed conceptual foundations of the "New Public Management" (NPM) in Ukraine have to become the basis of this.

The development of theoretical and methodological foundations for the formation, implementation and development of a "New Public Management" (NPM) in Ukraine based on the analysis of the development of world models of the theory of "new public management" (NPM) in order to reach the level of developed countries of the world would be the result of this research.

Scientific novelty of the expected results will be in the following:

for the first time:

- the theoretical and methodological foundations of "New Public Management" (NPM) in Ukraine as a new paradigm of public administration, which relates to accountable and transparent management and activity of public administration actors and increase of the role of society in these processes will be identified;

will be improved:

- a systematic approach to the research of problems of public administration in Ukraine within the framework of world concepts and theories of "new public management" (NPM);

- structure and methodology of management activity in public administration by creating a national model of "New Public Management" (NPM) in Ukraine;

will get further development:

- the theory and methodology of public administration in terms of the characteristics of "New Public Management" (NPM) in Ukraine;

- conceptual apparatus of public administration by introducing categories: "New Public Management" (NPM), "New Public Management Model (NPM) in Ukraine";

- understanding public administration in Ukraine, based on the adaptation of the world experience of "new public management" (NPM) in order to form the sustainable development of the state.

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GUARANTEED PROVISION OF THE POPULATION BY ESSENTIAL GOODS: PUBLIC AND MANAGEMENT ASPECT

The Constitution of Ukraine proclaims Ukraine as a social country. The Basic Law of Ukraine provides and guarantees to every citizen the protection of his rights, freedoms and dignity, including the right of every citizen to an adequate standard of living (it means sufficient nutrition, clothing, housing and medicine etc.) and satisfaction of minimal needs in cases of natural disasters and other emergencies (Constitution of Ukraine, articles 21, 22, 48, 49).

According to the Ukrainian language vocabulary: things, items (essential goods) - food, clothing and household items. In other words, it is fresh water, bread, salt, etc.

Even in peacetime, there may emergency, events which lead to a disturbance of the normal life of the population, death of people, destruction and destruction of material values, etc.

In a special period, when the functioning and capacity of most enterprises will be limited or even impossible, the activities of public authorities to meet the minimum needs of the population in essential goods becomes of paramount importance.

The state must ensure the implementation of declared guarantees to citizens through the fulfillment of their functions and tasks to ensure the vital functions of the population, which it carries out through the bodies of state administration and local self-government bodies of all levels.

Recently, for obvious reasons, interest in this topic has increased.

After the Revolution of Virtue in Ukraine, new pro-European political forces came to power, which announced systemic transformations in the state and intensified the process of integration into the European community.

Integrating into the European economic system, Ukraine, on the one hand, is forced to accept the so-called "rules of the game", on the other hand, in order to ensure national interests, to respond adequately to the threats and challenges facing the country.

After all, now all the positive and negative consequences of integration from theoretical considerations have become the reality of the present. Under the conditions of conducting an antiterrorist operation in the East of Ukraine, the part of Ukrainian population was in difficult social and economic conditions.

The decision on life support of the population in fact was a burden on the residents of Donbass (displaced persons) and volunteer movements. Some of the functions of supplying goods were taken over by volunteers and charitable foundations. The country's population in the conditions of the economic crisis, especially in the occupied territories, does not have sufficient support from the state. Inconsistency of people's incomes with the growth rates of prices and utility costs significantly affected on the availability of even basic goods to the population.

This information gives sufficient grounds for a real critical analysis of the activities of state and local government officials.

Unwillingness and insolvency of public authorities and local self-government (public administration) to implement their assigned tasks to provide population with essential goods in full.

Actuality of the problem. Providing the population with drinking water, food; economic and food independence, environmental safety concern the leadership of almost all countries of the world.

Economic crisis in Ukraine; the events in the East of our country, the problems of providing the population of the occupied territories with all necessary, which arose as a result of hostilities, require the improvement of the existing state mechanism for providing the population of essential goods. The above mentioned information points to the relevance of the chosen topic of the dissertation research.

Object of research: activity of public authorities on providing the population of essential goods.

Subject of research: interaction of subjects of public administration to ensure the provision of the population of essential goods in different conditions of the situation (different legal regimes).

The aim of the research is to improve the mechanism of public administration to ensure the population with essential goods in different conditions of the situation (different legal regimes).

Tasks:

- to reveal research objects and scientific methods of studying;
- to analyze the compliance of the current legislation with the needs of the guaranteed provisions of population by essential goods;
- to systematize existing scientific materials of the mentioned problem;
- to research and generalize world experience on the mentioned issues;
- to develop methodical approaches to the formation of common views on the rational distribution of functions and tasks between public administration entities in providing the population with essential goods in different conditions of the situation (different legal regimes);
- to develop a model (methodology) for controlling the process of providing the population of individual communities with essential goods in various conditions of the situation;
- to develop recommendations and proposals for improvement of the state mechanism for the provision of essential goods.

The research is based on the following philosophical foundations (views or principles) on:

- humanism;
- the human right to life;
- social justice;
- equal constitutional rights and freedoms of citizens;
- systemicity;

- historical development of society;
- disparity of society (it is divided into certain layers, whose representatives have different physical and financial capabilities, responsibilities, etc.);
- contextuality.

The methodological basis of scientific research consists of the scientific positions of modern economic theory, the work of domestic and foreign scientists on life support of the population, normative and legal acts regulating life support of the population at the state level, as well as legislative and regulatory acts of Ukraine concerning:

- social and economic development of regions;
- local self-government in Ukraine;
- issues of organization of vital activity of the population in the conditions of different legal regimes (complex situation);
- issues of organization of mobilization training and civil protection of the population.

A large number of scientific research in various areas is devoted to the issue of improving the living standards of the population: in the economic sphere, in the sphere of life support of the population, public administration, etc. These are the works of well-known classics of economics J. Keynes, A. Marshall, V. Pareto, F. Perru, D. Ricardo, P. Samuelson, A. Smith; the works of national and foreign scholars who study economic relations: V. Andriychuk, V. Galushko, P. Gaiducky, A. Gudzinsky, B. Kvasnyuk, S. Kvasha, S. Kiselev, I. Kirilenko, P. Sabluk, V. Sitnik Such domestic scientists as I. Gnibidenko, O. Libanova, I. Lukinov, V. Mandibura, Y. Palkin, I. Chudnovets, and others devoted their works to the studies of the problems of life support of the Ukrainian population in modern conditions; they also considered the problems in the economic aspect. Such specialists as P.Borschevsky, V.Balabanov, Y.Bilyk, B.Danylyshyn, L.Deineko, S.Doroguntsov, D.Krisanov, A.Lisetskii, S.Oniski, V.Tregobchuk, L.Chernyuk and others research the food supply.

Leading national and foreign scientists in the field of management devoted their work to the study of the public and management component in solving this problem, in

particular the mechanisms of public administration: V. Averyanova, G. Atamanchuk, O. Amosova, G. Astapova, V. Bakumenko, B. Kalyuzhny, O. Mashkov, P. Nadolishniy, N. Nyzhnik, L. Prikhodchenko, R. Rudnitskaya and many other scholars.

The analysis of the scientific works of the abovementioned researchers indicates that the issue of ensuring an adequate standard of living is of concern to scientists of various spheres and requires consolidation and coherence of the actions of all interested parties. At the same time, today there is no single common notion of "essential goods". This concept in modern conditions differs significantly from that which existed relatively recently, and according to the authors, has a broader content.

In modern terms, this concept differs significantly from that which existed recently and in my opinion, has a broader meaning and needs a single definition in a conceptual categorical apparatus.

The problem of organization of guaranteed maintenance of the population by essential goods in different conditions of the situation (legal regimes) is that, in accordance with the requirements of the current legislation, the executive bodies of local self-government have delegated authority regarding the organization of civil protection of the population and defense issues that are important, necessary and require time to resolve them in advance, in normal (normal) peacetime conditions. For this purpose, at the state level, civil protection and mobilization training are organized, the important direction of which for local governments is to ensure the vital functions of the population, including the organization of normalized provision of food and non-food products to the population during extraordinary events and in a special period of time.

At the same time, the mentioned issues practically were not given attention to the last time; in civil protection measures and mobilization training, in some cases, they were treated as secondary ones. That is, legislative and regulatory acts are developed and regulate the order and main directions of the mentioned activity, but their provisions and requirements on the ground are not performed to the full extent. The main reason for such a situation, in my opinion, is that almost all levels of management of any level of government, even at the local level, came to the leadership of people who are not familiar with these issues; do not have practical experience in the organization and

implementation of such measures. The abovementioned significantly influences on the process of providing the population with essential goods. The realities of the present are obvious evidence of this.

The obtained results in research allow us to propose the following generalizations, conclusions and recommendations:

1. The organization of the guaranteed maintenance of the population by essential goods in the conditions of a market economy requires state regulation and control and depends on many factors, in particular:

- from the existing legislative and regulatory support for the activities of public authorities to solve this problem, as well as enterprises, institutions and organizations that must and can be involved in the implementation of certain measures to provide the population with essential goods;

- from the conditions of the situation and legal regimes, which may include the state, its separate region and / or certain territories;

- from the coherence of the actions of all subjects of the process of providing the population by essential goods, which depends on the proper training of the leadership, officials of the state authorities, local self-government bodies, which, in their duties, must address these issues.

2. With the aim of improving the mechanism of public administration in the social sphere, in particular, in providing the population with essential goods, it is proposed:

- the model of the mechanism of state management of the process of providing the population of individual communities with essential goods in different conditions of the situation (legal regimes);

- for a unified understanding of the process of providing the population with essential goods, inclusion to the work programs of bachelor and masters of public administration of the National Academy for Public Administration, regardless of their professional (professional) orientation, additional direction of training or individual subjects. Civil protection of the population and mobilization preparation. During the study of these disciplines, students are taught the basics of civil protection of the

population and mobilization training of public authorities, institutions, enterprises and organizations.

The importance of the obtained results is to motivate the integrated solution of the tasks of forming common approaches and attitudes among officials of different levels (sections) of management in order to improve the mechanism of public administration in the social sphere, in particular, in providing the population with essential goods, taking into account the realities of the market economy of Ukraine.

The scientific novelty of the research is the fact that until now, the above-mentioned questions, practically, didn't have sufficient attention. The current regulatory documents, in most cases, are developed based on the experience and planned economy of the former Soviet Union, without taking into account the laws of the market economy, which is the basis of the Ukrainian economy.

In fact, for the first time, an important direction of activity of state authorities and local self-government will be considered systemically, namely, the organization of guaranteed maintenance of the population by essential goods under different conditions of the situation (legal regimes), well be developed a model of cooperation between public authorities and local authorities, with a clear division of powers between them, thus avoiding existing overlapping functions and misunderstandings related to it.

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**FUNCTIONAL AND INSTITUTIONAL FEATURES OF THE REFORM OF
THE MECHANISM FOR THE PROVISION OF ADMINISTRATIVE
SERVICES IN UKRAINE**

The idea of a “one stop shop” is a key feature which drives the formation of an integrated, customer-oriented public administration system, and was started in some countries in the mid 1980s. This direction is now rapidly gaining popularity, especially among the countries that have developed national strategies and implemented improved systems.

Building administrative systems based on a “single window” is an important objective for a post-industrial society within a mature democracy, which needs immediate access to comprehensive information.

To develop public administration in the Ukraine in line with EU standards, there is a need to reform the civil service and public administration within local government. This is the basis on which some key government services function in a democratic society.

Principle “Citizen is in the first place”. The state is an integral entity of providing services, in which the procedures for their provision are simplified and the intermediate stages are eliminated.



In world practice, such models are defined as elements of e-governance G2C (government to citizen), G2B (government to business).

A “one stop shop” is not a purely technological project. First of all, this project would change management, and would change the way in which public servants work with consumers, providing them with the tools needed to create a positive experience. Customers can communicate by visiting the offices or by phone or by computer. If there are multiple channels, this would ensure that the customer experience of using each channel is similar. This means that one organization should have responsibility for customer experience across all channels.

Despite considerable progress in the development of quality assurance systems for public services in Ukraine in recent years, it should be noted that the public do not feel that they are always treated evenly. Therefore, agencies that provide public services have a long way to go, to build a better relationship and confidence with the public.

Our future research would concentrate on the history and development of public and administrative services in a number of the oldest European democracies, where public administration and procedures have been tried and tested over many decades. In particular, with some emphasis on those countries which have moved in recent years towards the electronic processing and storage of material which is now readily available with the advances in information technology.

The purpose of the research is the development of scientific, methodological provisions and practical recommendations aimed at improving the mechanism for improving the efficiency and quality of services in the Administrative Services Centres in Ukraine.

The achievement of the goal involves the following **tasks**:

- clarification of the nature and essence of administrative services;
- consideration of the organizational and economic mechanism of providing state services in modern conditions;
- generalization of methods for assessing the efficiency and quality of public services;
- research on the organization of the system of providing public services in Ukraine;
- conducting an analysis of the activity and evaluation of the results of the operation of the Administrative Services Centres in Ukraine;
- development of measures for the formation of organizational and economic mechanism for the functioning of the Administrative Services Centres.

The object of the research is the system of administrative services provided by the authorities.

The subject of the research is organizational-economic and managerial relations that arise in the process of providing administrative services in the context of transformation of public administration.

The scientific novelty of the research results consists in solving the scientific task of theoretical substantiation of the mechanisms of state administration of the processes of providing administrative services in Ukraine and outlining the directions of their improvement and practical application taking into account the peculiarities of the personnel provision mechanism providing administrative services in the system of the Administrative Services Centres.

Conclusions. An integrated system of administrative services would transform the system of administrative services, and would lead to a re-think of present governance needs. This requires a new approach to upgrading technology, reviewing the format of services, the introduction of alternative channels of supply, a change in the industrial culture, an increase in the level of skills of public servants and their job satisfaction. But above all, it requires a new way of thinking amongst government officials, and a willingness to go beyond merely providing services.

Important aspects include solving problems, overcoming communication barriers, deregulation and harmonization of legislation with the European Union; motivation and training of civil servants; the number of employees in the organs of direct customer service; taking into account the results of a survey of customers; dissemination of best practices; the use of modern technologies; the knowledge of management employees working with clients.

Improving the quality of administrative services can be defined by a variety of criteria which are likely to include: timeliness; accessibility, usability; affordability; transparency; quality of service; and others. The current system of government requires significant reforms to be systemic in political, economic and social areas.

Reforms should be transparent and based on European values. Defining methods and mechanisms for the modernization of public administration in accordance with the principles of the European Union is not possible without creating conditions for the country's population to enjoy high quality, timely and relevant administrative services.

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**THEORETICAL AND ORGANIZATIONAL BASES
OF INTERACTION BETWEEN GOVERNMENT AND SOCIETY
UNDER MODERN CONDITIONS OF DEVELOPMENT OF UKRAINE**

Actuality of theme. The socio-political and socio-economic changes that have taken place in our country in recent years have highlighted the need for scientific study and practical use in all spheres of public life of human rights issues.

In the modern world, human rights are one of the most important components of public administration, since it is precisely in this area that an effective mechanism for implementation has been formed through a series of international and regional treaties ratified by the overwhelming majority of countries and through the system of control and law enforcement agencies, human rights organizations. In the broadest sense, human rights are the inalienable qualities of natural development, which determine the extent of human freedom, since human rights are too complex, multifaceted, philosophical, ethical, political, and legal. At the same time, the legal and theoretical and methodological gaps make it impossible to carry out the protection of human rights declared in a number of normative legal acts, which determines the relevance of scientific research in this direction.

Therefore, the relevance of the topic of the future dissertation study is related to the need to improve the Institute of Human Rights in Ukraine in the context of modern challenges and threats. After all, the realities of political and economic life in Ukraine, hostilities in the east, the problems of prisoners, immigrants from the occupied territories give rise to social conflicts, misunderstandings that are related to the

imperfection of the theoretical provision and practical implementation of the protection of human rights in Ukraine.

Many human scientists have dedicated their studies to human rights research, including V. Averyanov, O. Bandurka, V. Bashtannik, I. Golosnichenko, R. Kalyuzhny, A. Kolodiy A. Komzyuk V. Kopyeychikov, M .. Kornienko, VA Maklakov, A. Nehodchenko, N. Nyzhnyk, L. Novak, Kaliayev, Mr. Rabinovich, A. Frytsky Yu Shemshuchenko more.

Through the efforts of these and other scholars in recent years, the normative and legal framework of the state's activities in the field of human rights has been formed in Ukraine. To ascertain the essential characteristics of human rights, the right to institutionalized EU source principles phenomenon of human rights and, therefore, determining the general theoretical formulation of human rights dedicated individual works of local authors: M. Vitruka S. Gorbunova, A. Gusev, and . Kovalev, A. Kornev, Ivan Kotlyar, P.Lazaryeva O. Lukashov, I.Lukashuka S. Maximov, L. Mamut, I. Pankevych, A. Petryshyn, I. Petrukhin P. Rabinovich and foreign Scientists: R. Alston, V. Burns, D. Donnelly, A. Milna, M. Novitsky, M. Peter, D. Seigall, J. Steiner and others.

In these works the issues directly dependent historical and theoretical and practical bases of formation principles of honor and protection of human rights as a basic concept of law-making in the EU and have developed theoretical work to unify the system of human rights in the constitutional law of nation states according to European principles of public management. However, the Ukrainian scientific thought has not offered any answers to a specific question about the role of human rights in the theory and practice of public administration.

Problems related to the commemoration and protection of human rights, in particular to the development of theoretical principles of the Charter of Human Rights in the science of public administration almost not studied as predetermined goals and objectives propanovanoyi my research topic.

The purpose and tasks of the study. The purpose of the study is to develop a Human Rights Charter in Ukraine.

To achieve the goal, the following **tasks** are set:

- to carry out a systematic analysis of the philosophical and legal principles on the subject of research;
- to identify historical trends in the formation of the legal basis for ensuring human rights and fundamental freedoms as the basis for the functioning of international organizations;
- to generalize the experience of institutionalization of human rights in the context of European state-building and public administration,
- to find out the components of the Human Rights Charter at the national level.
- to develop a Human Rights Charter as an addition to the constitutional act of Ukraine.

Object of research: processes of interaction of the state and society in the system of public administration.

Subject of the study: The Charter on Human Rights as an essential element of the interaction between the state and society.

Research methods. The methodology of the study will be conditioned by the recognition of the Institute of Human Rights by the fundamental theoretical and methodological basis of public administration. The general strategy of the dissertation research is based on the methodology of public administration, which determined its main stages in the dialectical relationship. The list of tasks of the research determined the need for the use of the dialectical method of cognition, through which the object of the study was considered in terms of the formation, development and interconnections of its structure and system.

The use of the systemic method of cognition allowed to clarify the role of the Charter of Human Rights as a component of interaction between the state and society - the problems and main directions of the development and adoption of a charter in Ukraine. Using the comparative legal method, we consider the views of the representatives of philosophy and jurisprudence on the definition of the essence of human rights and citizen, the problems and the main directions of improvement of such

rights, which will make it possible to formulate an author's position on these issues. Comparative-historical method of knowledge will allow to study the development of human rights and freedoms in the context of world and national experience, as well as the degree of legislative regulation of issues of its direction improvement in the legislation of other countries. The formal legal method will be used in the analysis of the norms of the current legislation.

The theoretical and methodological basis of the work will be the fundamental provisions of the theory of public administration, the basic concepts of domestic and foreign scholars and practitioners on human rights.

The legal basis for the study is the Constitution of Ukraine, the Declaration "On the General Principles of the State Youth Policy in Ukraine" of 15.12.1992, the Law of Ukraine "On Promotion of Social Inclusion and Development of Youth in Ukraine" of 05.02.1993. and the Law of Ukraine "On Youth and Children's Public Organizations" of December 1, 1998, the Convention of the Commonwealth of Independent States on the Rights and Fundamental Freedoms of 1993. within the framework of the Council of Europe - on the basis of the Convention for the Protection of Human Rights and Fundamental Freedoms of 1950. within the framework of the EU - on the basis of the founding treaties of the EU, within the framework of the OSCE - in accordance with the Helsinki Act (1975), the American Convention on Human Rights (1978), the African Charter on Human Rights (1981), the English Grand Charter for Freedom (1215), Petition for the right (1628), the Declaration of Rights (1688), the Bill of Rights (1689), the American Declaration of Law of Virginia (1776), the Declaration of Independence of the United States of America (1776), the US Constitution (1787), the French Declaration of Human Rights and Citizenship (1789), (Universal Declaration of Human Rights of the United Nations (1948), International the UN Covenant on Economic, Social and Cultural Rights (1966), the International Covenant on Civil and Political Rights, the UN (1966), the Charter of Human Rights), Protocol No. 6 to the European Convention for the Protection of Human Rights and Fundamental Freedoms (1950 Convention on the Prevention and Punishment of the Crime of Genocide (1948), Convention on the Political Rights of Women (1952), Convention on the Status of

Refugees (1951), European Convention for the Protection of Human Rights and Fundamental Freedoms with Protocols (1950).), The European Social Charter (1961), the International Convention on the Elimination the provision of all forms of racial discrimination (1965), the Convention on the Non-Application of the Limitation Period for War Crimes and Crimes against Humanity (1965), the International Treaty on Economic, Social and Cultural Rights (1966), the International Convention on the Elimination of All Forms of Racial Discrimination apartheid and punishment for him (1973), the Final Act of the Conference on Security and Cooperation in Europe (1975), the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (1984), the Convention on the Elimination of All Forms the Convention on the Rights of the Child (1989), the Final Document of the Vienna Meeting of Representatives of the States Parties to the Meeting on Security and Cooperation in Europe (1989), the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Workers families (1990), Document of the Copenhagen Conference on the Human Dimension of the CSCE (1990), Helsinki Document of the CSCE "Challenge of the Times of Change" (1992), as well as information and analytical materials, reports of international organizations.

The scientific novelty of the obtained results is that in the study, based on the generalization and comparison of the main existing scientific and theoretical approaches to human rights in national and international law, the peculiarities of the development and adoption of the Human Rights Charter as the necessary instrument of interaction between the state and society in Ukraine will be determined.

The practical significance of the results is that the main theoretical positions can be used in scientific research in the part of the implementation of human rights, the preparation of proposals for the adoption of an addendum to the constitutional act of Ukraine in the form of a legal instrument which will be the Charter of Human Rights. This will make it possible to adjust the social relations of civil society and the state. This will allow the most effective solution to the problems of society, to develop a democratic, socially oriented state.

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**ORGANIZATIONAL AND LEGAL PRINCIPLES
FOR REFORMING PENSION SYSTEM OF UKRAINE
IN THE CONTEXT OF EUROPEAN EXPERIENCE**

The relevance of the research. Nowadays, the issue of generalization of norms, according to which the current legal regulation of the citizens' pension provision is carried out, is very important. It is necessary to establish new norms that meet the needs of socially disadvantaged categories of citizens, to eliminate the conflicts and gaps that arise in the application of pension legislation.

The relevance of the study is conditioned with the need to improve the current legislation in the sphere of pensions in order to raise the living standards of the disabled in terms of social justice, harmonization of relations between generations and promotion of economic growth of our country.

The objective of the research. The objective is to study the issues related to the current situation, problems and prospects in improving the legislation of the pension system in Ukraine.

To achieve the objective, the following **tasks** were foreseen:

- to generalize the theoretical approaches to the definition of such concepts as "pension provision" and "pension";
- to characterize the system of pensions in Ukraine;
- to define the peculiarities of normative maintenance of pension legislation of Ukraine;

- to assess the current state, peculiarities of the formation and trends of the reform of the pension legislation of Ukraine;

- to study the peculiarities of the legal regulation of pension provision for some categories of citizens;

- to find out the possibility in adapting the foreign experience of the pension legislation system to Ukrainian realities; - to reveal and suggest the ways in improving the pension legislation in Ukraine.

The object of the research is the pension system in Ukraine.

The subject of the study is theoretical statements and practical aspects of the pension system functioning under the conditions of the Ukrainian economic environment.

The research methods. While providing this research, such methods as the systematic approach, the methods of analysis and synthesis in obtaining the general theory of law were used. Both general scientific and special research methods were used. In particular, historical and dialectical methods were used in the study of the development of legislation on pensions and pension insurance; the comparative legal method of research has been applied in determining the specifics of the legal regulation of pension provision in international practice (which made it possible to generalize and determine the areas of domestic legislation improvement in this area); methods of abstraction and generalization - in developing definitions of various legal concepts and categories (pensions provision, pensions); formally legal method - in developing new legal norms on the regulation of pension relations; the method of rational criticism in analyzing regulatory acts, draft laws and revealed gaps and conflicts in legal regulation.

Various ideas and concepts, developed in the legislation on social security and in the legal science, theoretical works of leading lawyers, sociologists, economists, were also used.

Many scholars and practitioners have devoted their works to the study of pension legislation, pension system and issues of the pension system development, in particular V.S. Andreeva, V.M. Andriyeva, V.A. Acharka, Ya.I. Beardless, N.B. Bolotin, A.I. Vishnevetsky, L.Ya. Ginzburg, G.S. Goncharovoy, I.V. Gushchina, V.V. Zhernakova,

O.D. Zaykin, M.L. Zakharova, S.M. Prilipka, S.O. Silchenko, S.M. Sinchuk, I.M. Orphan, B.I. Stashkiv, B.S. Stikinsky, V.O. Tarasova, O.M. Yaroshenko and others.

The novelty of the research. The comprehensive study of retirement benefits and pensions has been conducted. The analysis of the pension reform implementation, its results and positive features are presented, the disadvantages and contradictions in the legal regulation of pension relations that have emerged as a result of the reforms have been highlighted, the effective ways in overcoming these shortcomings have been proposed. Being guided by the world experience in developing pension systems, the necessity to introduce a mixed pension system (which will avoid the most of the risks) with the cumulative mechanism was studied. At the same time, this mechanism will stimulate citizens to pay insurance premiums, since their pension will be directly proportional to the amounts of their contributions.

The practical significance of the results. The findings of the research will contribute to an in-depth understanding of the regulation of retirement benefits. The conclusions and proposals can be taken into account while improving and systematizing pension legislation by its codification into a single act, as well as in the development of programs on government activities in the sphere of pension's provision.

Наукове видання

NEW INSIGHTS IN PUBLIC ADMINISTRATION
Нове розуміння публічного адміністрування

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