

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

## **NEW INSIGHTS IN PUBLIC ADMINISTRATION**

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## CONTENT

### INTRODUCTION

<b>Izha Mykola</b>	OPENING SPEECH	6
<b>Matveyenko Irina</b>	ROLE OF FOREIGN LANGUAGES IN THE DOCTORAL STUDY	7
<b>Kolisnichenko Natalya</b>	FOREWORD TO THE FOURTH ISSUE OF THE INTERNET-JOURNAL	8
<b>Gorshkova Kira</b>	FOREIGN LANGUAGES AS A CHALLENGE FOR PHD STUDENTS	9
<b>Mayev Andriy</b>	PROFICIENCY IN FOREIGN LANGUAGES AS A NECESSARY QUALITY FOR A SUCCESSFUL SCIENTIST IN THE MODERN WORLD	10
<b>PLENARY SESSION</b>		
<b>Kolisnichenko Natalya</b>	THE CONCEPT " COMMUNICATION IN FOREIGN LANGUAGE": ITS TYPES AND BASIC CHARACTERISTICS	11
<b>PANEL DISCUSSION: PHD STUDENTS' FINDINGS IN PUBLIC ADMINISTRATION</b>		
<b>Bykovska Olga</b>	IMPLEMENTATION OF THE 5P MODEL IN PUBLIC ADMINISTRATION FOR CHANGES IN THE COMMUNITY: THEORETICAL AND METHODOLOGICAL ASPECT	14
<b>Butkevich Alina</b>	DEVELOPMENT OF PERFORMANCE AUDIT IN THE SYSTEM OF STATE CONTROL	17
<b>Grishin Alexei</b>	IMPROVEMENT OF THE ORGANIZATIONAL AND LEGAL PRINCIPLES OF THE ACTIVITY OF THE PRESIDENT OF UKRAINE IN THE CONDITIONS OF DECENTRALIZATION OF POWER	21
<b>Hladunova Olena</b>	CIVIL SERVICE IN THE SYSTEM OF JUDICIAL	24

AUTHORITIES: INSTITUTIONAL APPROACH

<b>Demianchuk Ihor</b>	MECHANISMS FOR MANAGING THE CIVIL PROTECTION OF THE POPULATION OF LARGE CITIES: WORLD EXPERIENCE	27
<b>Yelchiieva Oksana</b>	THE STATE REGULATION OF FORCED MIGRATION PROCESSES IN UKRAINE	30
<b>Zeytullaeva Elvira</b>	THE STATE REGULATION OF FORCED MIGRATION PROCESSES IN UKRAINE	35
<b>Kovtun Yuliya</b>	OPTIMIZATION OF PUBLIC ADMINISTRATION BODIES ACTIVITY IN THE CONDITIONS OF MODERN STATE BUILDING: LEGAL AND REGULATION ASPECTS	37
<b>Lysyuk Iryna</b>	IMPLEMENTATION OF EFFECTIVE 4P PARTNERSHIP IN UKRAINE: THEORETICAL AND METHODOLOGICAL ASPECTS	40
<b>Orlova Alla</b>	MECHANISMS FOR IMPLEMENTATION OF THE STATE POLICY OF PROMOTING THE DEVELOPMENT OF CIVIL SOCIETY IN UKRAINE	42
<b>Psareva Olga</b>	MEDICAL TOURISM: THE STATE REGULATORY MECHANISM	45
<b>Rohulskiy Oleh</b>	SYSTEM OF PROFESSIONAL TRAINING OF PUBLIC SERVANTS IN UKRAINE: ORGANIZATIONAL AND LEGAL ASPECT	47
<b>Romanenko Tatiana</b>	FOREIGN LANGUAGES COMMUNICATION IN PUBLIC SERVANTS TRAINING	49
<b>Savchuk Lina</b>	MECHANISMS OF PROVIDING SOCIAL SERVICES IN THE CONDITIONS OF DECENTRALIZATION OF POWER IN UKRAINE	53
<b>Smachnyi Vitaliy</b>	EFFICIENCY OF COOPERATION BETWEEN	56

LOCAL COMMUNITIES AT THE REGIONAL  
LEVEL

<b>Semenyuk Yuriy</b>	ACTIVITIES OF SPECIAL EDUCATIONAL INSTITUTIONS IN THE CONDITIONS OF REFORMING THE SYSTEM OF GENERAL SECONDARY EDUCATION	59
<b>Tokuzan Suzanna</b>	THE ROLE OF THE CONTROL OVER THE SELF-GOVERNMENT BODIES: DEFICIENCIES, IMPROVEMENT PERSPECTIVES	62
<b>Khomko Larysa</b>	MECHANISMS OF PUBLIC MANAGEMENT FOR THE DEVELOPMENT OF EFFECTIVE RELATIONS BETWEEN STATE AUTHORITIES AND VOLUNTEERS IN UKRAINE	65

## OPENING SPEECH

Dear colleagues,

Welcome to the scientific Seminar of PhD students titled "New Insights in Public Administration" which is organized by the Ukrainian and Foreign Languages Chair of ORIPA NAPA under the President of Ukraine.

The English language has become an important skill around the world, it has affected public administration sector. Increasingly, public authorities and their servants face different kinds of multinational environments, and this has raised the importance of the English language at work places

Therefore, the requirement of foreign language skills for civil servants has increased and more and more people might need a basic knowledge of English in order to do their work.

I wish success to this seminar and have no doubt that it will serve to broaden scientific perspective of ORIPA NAPA on the new insights in public administration and development of foreign languages communicative skills.

Good luck in your presentations!

Director  
of Odessa Regional Institute for Public Administration,  
National academy for Public Administration  
under the President of Ukraine,

Doctor in Political Sciences, Professor

M.M.Izha

Dear PhD students,

The issue of foreign language knowledge arises particularly for a PhD student who provides his/her research and prepares himself/herself for teaching activity. Science and teaching is expected to have at least a basic knowledge of English or high competency in the language. English skills are quite crucial in public administration. Therefore, the aim of this seminar is to discover the importance of language competency in the field of public administration, where English is seen as a requirement.

Deputy head,  
Coordination of Research  
and Doctoral study Department,  
Odessa Regional Institute for Public Administration,  
National academy for Public Administration  
under the President of Ukraine

Iryna Matvyeyenko

## FOREWORD TO THE FOURTH ISSUE OF THE INTERNET-JOURNAL

Dear readers,

It gives me immense pleasure in introducing you to the 4<sup>th</sup> annual edition of “The New Insights into Public Administration” Journal produced by the Ukrainian and Foreign Languages Department of the ORIPA NAPA under the President of Ukraine. The journal was founded with a vision to foster new approaches and practical trends in public administration development. We focus more on the researches provided by the PhD students of the ORIPA NAPA under the President of Ukraine.

Efficient public administration is one of the greatest means of transforming the society in the present era. It directs the transformations of almost every component of our life today; influences our welfare, democracy, healthcare, environment and society overall.

This edition discusses many issues of public administration and many areas and spheres.

On behalf of faculty members of Ukrainian and Foreign Languages Department, I would like to extend my hearty words to the participants who contributed to this publication. As the head of the Department, I wish to encourage your insights, talents, passion, and dream.

Once again, thank you very much for your contribution.

Long live Journal!

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

Natalia Kolisnichenko



## FOREIGN LANGUAGES AS A CHALLENGE FOR PHD STUDENTS

Dear PhD students,

The present edition reveals the range of methodological ideas and findings, provided by ORIPA NAPA post-graduate students, which concern burning problems of Ukraine`s now state.

The authors devote their research to specific aspects of administrative strategies, applicable to various fields of governance both in central and local bodies.

The knowledge and empirical experience, shared in the issues, are sure to present helpful guidelines and give meat to thought to those, who are involved in constructive work for the benefit of this country.

The fact that the results of the research are presented in English makes it a challenge for each author and implies that involvement in international cooperation is at work.

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

Kira Gorshkova

## **PROFICIENCY IN FOREIGN LANGUAGES AS A NECESSARY QUALITY FOR A SUCCESSFUL SCIENTIST IN THE MODERN WORLD**

Dear colleagues,

The issue of e-journal “New Insights in Public Administration”, along with an English-language scientific seminar for young researchers, has already become a good tradition in our institute. This event is very important and useful for our graduate students as it helps them to master the skills of public presentation in a foreign language. In addition, the seminar provides an opportunity to discuss the problem points of scientific research as well as to get valuable comments and advice.

Taking into account the European choice of Ukraine, the implementation of large-scale reforms and public service transformation, scientific research in the field of public administration should have practical focus and take into account advanced European experience. At the same time, proficiency in foreign languages is a necessary quality for a successful scientist in the modern World. In this regard, the initiative of the Ukrainian and Foreign Languages Chair in conducting the seminar is relevant and certainly contributes to the further integration of our country into the European academic community.

I wish all the participants new creative ideas, inspiration and successful work.

Associate Professor  
of Ukrainian and Foreign Languages Chair  
of ORIPA NAPA under the President of Ukraine  
PhD in Public Administration

Andrii Maiev

## PLENARY SESSION

**Kolisnichenko Natalia,**

Head of the Ukrainian and Foreign languages Chair,

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### **THE CONCEPT "COMMUNICATION IN FOREIGN LANGUAGE": ITS TYPES AND BASIC CHARACTERISTICS**

The relevance of foreign language communication nowadays is proved by several factors. First, social transformations (the transition from industrial to post-industrial information society) and overcoming of communicative barriers of access to new information technologies. Second, the identification and adoption of key competences for the future professionals by international and European institutions and organizations. One of them is a communicative competence that includes all kinds of language activities, obtaining professional information in communicating with foreign colleagues [1]. Thirdly, importance of such abilities in the education system as variability, personal qualities that determine wide professional characteristics of a specialist, the level of his/her culture, intellectual development. including knowledge of foreign languages.

Communication is interpreted as the interaction between people associated with the transmission of information. Psychology defines communication as the interaction of two or more people and consists in the exchange of information between them which is of cognitive or affective-evaluative nature. In addition to the information function there is a function of the exchange of ideas, attitudes, and mood, which is called communication. The social psychology uses the term "communication" in two ways: in the narrow sense - as the establishment of contacts and the description of their structure and in the broader sense - as a semantic characteristic of communication, which includes management, informational, factual and emotional functions of communication.

Communication as the realization of social and interpersonal relations of people is characterized in three aspects: communicative; interactive; perceptive. The aspects of communication act as functions that communication implements in the joint activity of people.

Communication can be of such types as:

- direct and indirect (with the help of technical devices, in the system of mass communication);
- verbal and non-verbal (non-verbal system of signs);
- interpersonal (contacts of people in pairs, groups, etc.) and mass communication (many people united by communicative processes);
- interpersonal (communication between specific personalities possessing unique individual qualities) and role (communication between carriers of certain social roles).

Speaking about communication in foreign languages it is an important component of social competence and is a part of the curricula for professional training in the higher education system.

It prepares the students for personal and social life with practical skills and skills to implement them in professional activities. Communication in foreign languages is characterized by the interaction of national and corporate cultures and is manifested in national self-consciousness, ethno-cultural social competence of the individual.

Intercultural communication is divided into the following types:

- individual, group, public communication (depending on the number of those who participate in communication);
- official, informal communication (depending on the nature of the relations between the participants of the communication);
- monological and dialogical (depending on the change of the role of the speaker/listener within communication);
- contact/distant communication (depending on the distance between the communicators);
- free/stereotyped communication (depending on the rules of constructing the text);

- cooperative/conflict (depending on personal relationships and assessments);
- informative/actual communication (depending on the nature of the message content).

Mandatory consideration of the listed types of communication acts as a necessary condition for the practical implementation of the communicative orientation of teaching foreign languages in a higher education institution.

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**PANEL DISCUSSION:**  
**PHD STUDENTS' FINDINGS IN PUBLIC ADMINISTRATION**

**Bykovska Olga,**  
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**IMPLEMENTATION OF THE 5P MODEL IN PUBLIC  
ADMINISTRATION FOR CHANGES IN THE COMMUNITY: THEORETICAL  
AND METHODOLOGICAL ASPECT**

This thesis deals with the implementation of the 5P Model in public administration for changes in the community in the theoretical and methodological aspects.

Modern global trends in the formation and development of public administration concern the implementation of various administrative management models for changes in communities. Since 2016, research has focused on identifying the capabilities of the 5P model in public administration. Despite the fact that in many cases management models are difficult to implement in the practice of public administration, the 5P model is considered as a universal model.

The reason for this is that world theories of management and marketing are rapidly evolving. The classic models of management and marketing, as a result of the continuous improvement of management theories today, received a new macro-level positioning.

It can be said that at the same time with rapid development of technological structures of society, which took place over the past half century, the schools of management and marketing expanded the projections of strategic visions and methods

for their implementation to more extensive areas of application than the traditional object of these economic sciences.

The methods of strategic management of an enterprise, an organization, by their universal essence, today can be considered as elements of the implementation of strategies for the development of society.

For Ukraine, this topic is relevant not only in the process of decentralization, but in the direction of becoming economically strong and sustainable communities, that can take responsibility and implement many of the country's social and economic problems.

In particular, we can talk about infrastructure development, job creation, education reform and the health care system, providing the needy, the formation of a healthy and patriotic young generation, and the like.

The theoretical and methodological aspects of the implementation of the 5P model will provide an opportunity to develop effective public policies in all spheres of society with its active involvement.

The topic of the research will help to determine patterns, peculiarities, trends and main factors in the development of public administration.

In order to develop theoretical and methodological principles for the implementation of the 5P model in the field of public administration in Ukraine, a number of tasks have been identified. We intend to study the main definitions of the 5P model, to explore foreign and domestic experience, to reveal the main provisions of the 5P model universality and to develop conceptual principles of integrated implementation of this model in the public administration of Ukraine;

It is assumed that as a result of the study the structure and methodology of management activity in public administration will be improved.

As a result of the study theory and methodology of public administration will get further development in the aspect of the characteristics of building new relations between the state and society.

The development of the core problems of public administration in Ukraine will continue on the basis of adapting world experience to the formation of sustainable development of the state.

**The aim of the study** is to develop the theoretical and methodological principles for the introduction and development of the 5P model in the field of public administration in Ukraine as one of the most relevant and successful management methods, due to the analysis of existing world practices in the application of strategic models in public administration.

To achieve the goal, the following **research objectives** are formulated:

- to define the main definitions of the 5P model and its use in various spheres;
- to explore the foreign experience of using these models in public administration for community change;
- to reveal the main provisions of the 5P model universality in the public management of foreign countries;
- to investigate the domestic practice of using the tools of the 5P model and their effectiveness;
- to develop conceptual principles of integrated implementation of this model in the public administration of Ukraine;
- to substantiate the possibility of introducing into practice the national public management of the 5P model for community change.

**The object of our research** is the process of implementation of the 5P model in public administration for change in the community.

**The subject of research** is theoretical and methodological aspect of the implementation of the 5P model in public administration for community change.

The general methodology and basic methods of research of our studies are based on modern scientific methodological approaches.

The general methodology and basic research methods are based on modern scientific and methodological approaches.

We will use the following general scientific and special methods, such as system analysis, analysis and synthesis, comparative analysis, statistical method and theoretical modeling.



The information-analytical base of the research is reference literature, materials of analytical centers, various Ukrainian and foreign scientific sources and so on.

It was assumed that the conceptual principles of the implementation of the 5P model in public administration for changes in the community will be developed and the theoretical and methodological bases for the implementation of the 5P model in public administration with a view to changes in the community will be highlighted.

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## **DEVELOPMENT OF PERFORMANCE AUDIT IN THE SYSTEM OF STATE CONTROL**

**Relevance of research.** Today in Ukraine there is a comprehensive systemic reform of all spheres of public life. Reforms are aimed at building a democratic, social, legal state, at the introduction of its service model. All program documents for administrative reform focus on improving the efficiency and effectiveness of public administration. The Strategy of sustainable development "Ukraine-2020" refers to the public administration reform as to one of the top priorities, which aims at the ensuring of the efficiency of public service and the enhancing of the efficiency of spending public finances.

Furthermore, having become a member of the Council of Europe in 1995, Ukraine has taken up a number of commitments in the development of local and regional democracy and in the insurance of good governance at the central, regional and local levels. One of the documents to be implemented in Ukraine is the European Strategy for Innovations and Good Governance at Local Level, which has received support at the 15th European Ministerial Conference (Valencia, October 15-16, 2007) and was approved by the Committee of Ministers of the Council of Europe in 2008. The purpose of the Strategy for Innovations and Good Governance at Local Level is to

mobilize and stimulate the activities of all actors (central and local authorities, national associations of local self-government bodies, public organizations, research institutions, educational institutions, public, etc.) in order to strengthen the system of democratic government, the development of local democracy and to improve management control and quality of services provided to citizens.

The implementation of the principles of the Strategy for Innovations and Good Governance at Local Level, the good governance at the local level in Ukraine should be based, in particular, on the principles of the effectiveness and efficiency, the most efficient use of the resources of the local community, reliable financial management, ensuring thrifty and productive use of public finances and other material resources, sustainable development and focus on long-term results. It means that the governance will be considered appropriate when it is effective, productive, rational and resourceful.

In order to achieve progress in the reform and improvement of public administration, the functional purpose of each level of the administrative system is reviewed and the continuous search for ways to improve public administration is carried out. Not only the issues of optimization of the structure of public institutions are taken up, but also the mechanisms of organization of public administration and the introduction of an effective system of state control are reviewed to improve its practicality and effectiveness.

The process of development of a legal, socially responsible state requires the constant control over the activities of public authorities, the application of methods based on the principles of transparency, openness, publicity, accountability.

Performance audit is considered to be one of the forms of control.

The conduction of performance audit is particularly relevant within the current reform, in the implementation of a multitude of "pilot projects" in all spheres of public life. It helps to obtain information on the real state of affairs, to identify miscalculations and shortcomings of administrative, regulatory and financial nature, to determine their level of influence on the quality of the objectives and to make timely corrections to the management activities of public authorities. According to the results of the performance audit, it becomes possible to assess the expediency of further implementation of

operational and strategic plans of activity, to substantiate proposals for their termination or ensuring timely and complete implementation with the use of optimal (or additional) amount of state or municipal resources.

Despite the important roles of performance audit in management activity and its restrained distribution and use in the central executive bodies with their territorial divisions, its idea is not realized in full. A number of factors contribute to this, in particular, the lack of proper legal regulation, gaps in the theoretical and applied principles of its conduct, lack of guidance on its implementation and use in practical activities and parameters for assessing the effectiveness of the public authorities, etc. Eliminating or at least minimizing the impact of negative factors will promote the successful dissemination of this innovative tool in public management practice, the full realization of its idea, which will positively affect the effectiveness of the public authorities system.

Another pressing problem of modern Ukraine is the assurance of the quality of the public authorities. In its absence, one can speak neither about their effectiveness, nor about their productivity. One of the ways to resolve the issues of the quality of public authority services is to introduce quality management and service standards. These standards are characterized by certain parameters for assessing public authorities through the use of performance audit. Therefore, the issue of the relationship between performance audit and quality management in public authorities is of great importance.

**The theoretical basis for the research** is the scientific works by M. Golovan, A. Ivanova, S. Kiriya, S. Levytska, M. Lesechko, M. Melnyk, L. Prychodchenko, R. Rudnitska, S. Ryabukhin, A. Saunin, A. Chemerys and others, which are devoted to the performance audit and the use of public funds. According to the subject of the research, the works by M. Lahyzha, O. Momot, T. Motrenko, T. Pakhomova and other researchers concerning the implementation of quality management in public authorities are useful.

**The purpose of the study** is to substantiate the scientific and theoretical foundations and practical recommendations for the development of performance audit in the system of state control of Ukraine.

**This goal involves the solution of the following tasks:**

- to clarify the essence of the concepts "administrative activity", "audit of administrative activity", "performance audit", "internal audit", "financial audit", "quality management in public authorities", to generalize the existing approaches to their understanding;

- to substantiate the place and role of performance audit in the system of state control;

- to generalize the peculiarities of performance audit in foreign countries;

- to analyze the legal, theoretical and methodological bases concerning the performance audit, the current state of its conduct in public authorities;

- to find out the peculiarities of internal audit and its correlation with performance audit;

- to investigate the relationship between performance audit and quality management in public authorities;

- to identify problems that adversely affect the use of performance audit in public authorities and to suggest the ways of their solution;

- to identify the ways in improving the mechanism of organizing and conducting performance audit in public authorities;

- to develop practical recommendations for improving performance audit, in particular through the selection and implementation of parameters for assessing the effectiveness of public authorities.

**The object of the research** is the system of state control.

**The subject of the research** is performance audit in the system of state control.

**Research methods.** The dissertation research will be carried out with the help of modern methods of scientific knowledge. This will ensure the reliability, scientific validity of conclusions and recommendations.

**The novelty of the research results** will be in the systemic solution of the problem of the effectiveness of public authorities in relation to the rational use of limited public resources by improving the mechanism for organizing and conducting performance audit on the basis of considering it as an integral component of the state control system.

The main provisions and practical recommendations for improving the mechanism of organizing and conducting performance audit in Ukraine will enhance the understanding of this type of audit as an integral component of state control and its use in order to improve the efficiency, economy, effectiveness of the activities of the authorities and their officials.

The results of the research can be used in the educational process, in particular in the preparation of masters in the sphere of public administration at the National Academy for Public Administration under the President of Ukraine and its regional institutes. Also, the results of the study can be used in the system of advanced training of civil servants and local self-government officials.

**Grishin Alexei**

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under the President of Ukraine

**IMPROVEMENT OF THE ORGANIZATIONAL AND LEGAL PRINCIPLES  
OF THE ACTIVITY OF THE PRESIDENT OF UKRAINE IN THE  
CONDITIONS OF DECENTRALIZATION OF POWER**

The active political events taking place in Ukraine and associated with the decentralization of the country are intensifying the problem of interaction between the President's (head of state) and local self-government institutions (as a democratic institution on the ground). In the work, decentralization will be considered as a set of changes, the actions of which are aimed at transfer of powers and budgets from state bodies to local self-government bodies. Therefore, the redistribution of authority between the center and the regions is an actual direction of state building, and therefore it is acutely on the agenda in the process of decentralization processes.

The institute of presidency, as a distinguished system, is a very important state-legal institution, since it plays a significant role in the system of relations between public authorities, is one mechanism providing a regime of checks and balances of state

authorities that must take into account the interests of the public when making power decisions. The President of Ukraine is the representative of the majority of the people of Ukraine in the system of public authority and is the guarantor of the observance by all public authorities of human and civil rights and freedoms.

Local government in Ukraine is a guaranteed state right and real ability of a territorial community - residents of a village or a voluntary association in a village community of residents of several villages, settlements, cities - independently or under the responsibility of bodies and officials of local self-government, to resolve issues of local significance within the Constitution and laws of Ukraine.

By caring for the significant role of both the President and local self-government bodies, effective mechanisms of their interaction should be foreseen in the conditions of decentralization of power in the part of powers that intersect. In particular, it concerns the decision of local issues by local self-government bodies in budgetary, medical, educational and other spheres.

For a long time, the relationship between the President of Ukraine and local self-government bodies was carried out through the National Council on the Interaction of State Authorities and Local Self-Government Bodies, but according to the Presidential Decree of 02.04.2010, it was abolished. However, the experience of the last decades proves that for effective public administration it is important not only and perhaps not so much the division of power and the system of mutual restraints and counterbalances, as the establishment of the necessary interconnections, interaction, co-ordination between state authorities and local self-government bodies. The absence of an effective mechanism of cooperation between the President of Ukraine and local self-government bodies hinders the implementation of the rights of citizens stipulated by the Constitution. Therefore, the adoption of the Laws of Ukraine "On the President of Ukraine" and "On the Prefects" will provide an opportunity to review the correlation of powers of the authorities and local self-government in the process of public administration of the country and develop a new model of relations between them, which would be in line with both the traditions of our society and the requirements of time and was aimed at strengthening the state.

The analysis of recent researches and publications shows that the issue of interaction between the President's institution and state authorities and local self-government bodies was, to a greater or lesser extent, investigated in domestic science. In the context of the issue raised, first of all, attention deserves work in which the role and place of the institution of the President and local self-government in the system of public power of Ukraine are considered.

However, at this time, the problem of the content filling of the functioning of the President's institution in the current conditions of decentralization of power remains a problem that has not been adequately developed. The role of the President remains unclear in relations between state authorities and local self-government bodies. The head of state has not only to balance all branches of state power, but also to ensure the unity of state power with local self-government bodies. In view of this, it is necessary to conceptually review the status and role of the President in the state mechanism of Ukraine, to improve the existing models of interaction between the head of state and local self-government bodies.

**The object of the research** is the institution of the presidency in Ukraine.

**The subject of the study** is the process of improving the organizational and legal basis of the activities of the President of Ukraine in conditions of decentralization of power.

**The purpose of the work is** to provide scientific and theoretical substantiation and to offer the priority ways of improving the organizational and legal principles of the activities of the President of Ukraine in conditions of decentralization of power, including the existing model of interaction between the head of state and local self-government bodies.

Achievement of the set goal provides for the alternate solution of a number of tasks, namely:

- to study the historical background of the institution of the presidency in Ukraine;
- to determine the role and place of the head of state in the system of organs of public authority of independent Ukraine;
- to investigate the functioning of the institution of presidency in foreign countries;

to identify innovations in the constitutional and legal status of the President of Ukraine;

to examine the inconsistency of legal regulation of relations between the President of Ukraine and other public authorities;

to establish gaps in the legal provision of the powers of the President of Ukraine in conjunction with local self-government bodies, taking into account the processes of decentralization of power;

to identify strategic guidelines for optimizing the modern institute of presidency, taking into account the processes of decentralization of power

to improve the existing model of interaction between the President of Ukraine and local self-government bodies.

**Hladunova Olena**

PhD student of State Studies and Law Department,  
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under the President of Ukraine;  
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**CIVIL SERVICE IN THE SYSTEM OF JUDICIAL AUTHORITIES:  
INSTITUTIONAL APPROACH**

**Relevance of research.** The entire Ukrainian judicial system, which includes the Constitutional Court of Ukraine, courts of general jurisdiction of all units and higher specialized courts and also, other public authorities such as the State Judicial Administration of Ukraine, the High Council of Justice of Ukraine, and the High Qualifications Commission of Ukraine operates, in particular, through the performance of civil servants' work who carry out, primarily, organizational support for their activities. The institute of civil service in the system of judicial bodies has some specific features.



In modern conditions one of the important directions in improving civil service is the optimization and modernization of its procedures.

This process is carried out taking into account certain social and legal norms, including a wide range of personnel procedures. It directly affects the formation of the civil service in the system of judicial authorities as a sphere of professional activity, increasing its efficiency and effectiveness, and enhancing the impact on external processes.

The problems of civil service in Ukraine were studied in the works of such Ukrainian scholars as Yu. Bytiak, N. Goncharuk, S. Dubenko, M. Izha, R. Kirilyuk, Yu. Kovbasyuk, N. Lipovskaya, I. Marochkin, A. Mikhnenko, D. Nelipa, N. Nyzhnik, O. Obolensky, T. Pakhomova, L. Prokopenko, O. Prodaevich, S. Seryogin.

However, despite all the importance, the problem of civil service in the system of judicial authorities has not yet received its proper explication in the scientific literature.

In the current legislation, the civil service institute is often regarded as directly related to the implementation of human resources, such as entering to the civil service, conducting competition procedures, assessment of civil servants' performance, etc.

At the same time, the execution of extremely responsible tasks is assigned to the civil service in the system of judicial authorities. The special function of state power, e.g. justice, depends on the professionalism and competence of civil servants in the system of judicial authorities. The state of legal security and the modernization of its activities will have a significant impact on the efficiency and effectiveness of the Institute of civil service of the judiciary. The practical application of a clearly defined model for modernizing the performance of civil servants in the judicial system will be a significant step forwards the restoring of people's trust to the judiciary. In this context, it is extremely important to use an integrated approach; in particular, along with the issue of stimulating civil servants, the issue of improving their competence and morality should be addressed.

**The aim of the study** is the theoretical substantiation of the civil service in the system of judicial authorities and the development of scientifically substantiated

recommendations for the modernization of the institute of civil service based on foreign and domestic experience.

**The tasks of the study are:**

- to find out the conceptual and categorical apparatus of the topic;
- to study the state of scientific development of the civil service in the system of judicial bodies;
- to identify and analyse the role, objectives and functions of the civil service;
- to reveal the historical aspects of the civil service;
- to determine the content and functional purpose of the civil service institute in the system of judicial bodies;
- to study the structure and components of the civil service institute in the system of judicial authorities and to substantiate the modern requirements for the improvement of the civil service institution in the system of judicial authorities;
- to summarize the foreign experience of civil service in the system of judicial authorities and the possibilities of its application in Ukraine;
- to identify the main directions of civil service's modernization in the system of judiciary;
- to develop a model for modernizing the civil service in the system of judicial authorities.

**The object of the research** is the system of judicial authorities.

**The subject of the research** is the civil service in the system of judicial authorities.

**The methods of the research** are:

- the institutional method was used to study the institution of civil service in the system of judicial authorities;
- the 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;

- the structural and functional analysis were used to study the functioning of the system and its components, to identify structural deficiencies and to find ways to modernize the civil service in the system of judicial authorities;

- the comparative legal method was used to compare normative legal acts, theoretical positions and practices of other countries.

**The scientific novelty of the expected results.** The scientific novelty of the research consists in the theoretical substantiation and development of ways for the modernization of civil service in the system of judicial authorities.

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**MECHANISMS FOR MANAGING THE CIVIL PROTECTION OF THE  
POPULATION OF LARGE CITIES: WORLD EXPERIENCE**

**Relevance of research topic.** Civil protection is a function of the state aimed at protecting the population, territories, the environment and property from emergency situations (ES) by preventing such situations, eliminating their consequences and providing assistance to the victims in peacetime and in a special period.

The results of research on statistical data of the ES show that over the past five years the ES, according to the volume of the negative consequences, the number of victims and dead, the volumes of technical and material resources necessary for their elimination, were distributed as follows:

state level - 10 (1%);

regional level - 51 (6%);

local level - 336 (42%);

object level - 408 (51%).

Consequently, 93% of the emergencies that occurred are local and object level and only 7% at the state and regional level, which indicates a low level of organization of work on the implementation of civil protection measures by district state administrations, executive bodies of city councils, councils of the district of cities and towns, united territorial communities.

In 2013, the Civil Protection Code of Ukraine defined 30 different powers for local authorities in this area of public administration.

At the same time, there is no single point of view on the functioning of the units of territorial subsystems of the unified state system of civil defense as integral and reliable elements of the system of civil protection in general.

The collapse of a clear civil defense system that existed in Ukraine during the Soviet Union led to degradation of the elements of the system: alert, population shelter, local planning and organization of actions, etc.

Scientific researches mainly concern aspects of public administration by the executive power bodies in this field, releasing from the field of view the institute of local self-government. During 1997 - 2017, at the NAPA, under the President of Ukraine and its departments, 102 candidate theses were defended by the code of specialty 25.00.04 (Local Self-Government). Only one concerned the field of civil protection. Of the 10 doctoral theses, none have been devoted to this topic.

The basic feature of the construction and functioning of civil defense systems of the leading countries of the world is: scientific and economic substantiation of issues related to civil protection; unconditional execution of legal acts; transparent and understandable mechanisms for realizing the tasks of civil protection; confirmation of accepted programs and stated goals by financial and material resources; stability of the civil protection control system and civil protection forces.

**The scientific problem** of the study is the lack of a special methodology for the work of civil protection authorities of a large city in Ukraine.

**The purpose** of the study is to improve the mechanisms for managing the civil protection of large cities in Ukraine on the basis of world experience.

To achieve the goal, the following **research objectives** were identified:

- to consider the concept, terms, categories of civil protection of the population of large cities;
- to study the features of management of measures of civil protection as functions of local self-government bodies;
- to summarize the world experience of concepts of development of civil protection;
- to investigate the legal regulation of the activities of local self-government bodies in the field of civil protection of the population in Ukraine;
- to evaluate the organizational and functional structure of the mechanism of civil protection management of the city;
- to highlight the financial and economic levers of civil protection management of the city's population;
- to compare the main mechanisms for managing civil protection measures of large cities in the world and in Ukraine;
- to develop a methodology of work of civil protection authorities of a large city based on world experience.

**The object** of the research is the system of civil protection of the population of Ukraine.

**The subject** of the study is the mechanisms for managing the civil protection of large cities.

In the work it is planned to use the system method, methods of search and content analysis, the method of comparison, the method of synthesis.

The system method makes it possible to consider the object of research from the standpoint of the system, namely: to determine the composition, structure and organization of elements and parts of the system, to identify the main links between them; to allocate external connections of the system; determine the functions of the system and its role among other systems; to analyze the dialectic of the structure and functions of the system and to identify on this basis the laws and trends of the system development, etc.

The methods of search, content analysis and comparison make it possible to find, analyze and compare information on similarities and differences in the elements of mechanisms of civil protection management of large cities of Ukraine and the world, to find the most acceptable models for Ukraine.

With the help of the synthesis method, it is planned to create optimal mechanisms for local government, operating in large cities of our country, mechanisms of civil protection management.

**The scientific novelty** of the research results is based on theoretical substantiation of the model and the development of practical recommendations for a universal methodology for the work of civil protection authorities of a large city in Ukraine based on world experience.

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## **MECHANISM FOR IMPROVING THE PROVISION OF SOCIAL SERVICES IN LOCAL COMMUNITIES**

**Relevance of research topic.** The Law of Ukraine "On voluntary consolidation of local communities" (February 5, 2015) opened the process of the consolidation of local communities (hereinafter - CLC) [4; 8; 9].

One of the priorities of the newly established CLC is the approach of providing quality social services to the inhabitants of the settlements including the CLC. At the same time, with the creation of CLC, the challenge arose about the change in the mechanism for providing not central but decentralized social services.

During the transition to the creation of a new decentralized mechanism for the provision of social services, there is a risk of not receiving the social services by the residents of the settlements that are part of the CLC, which they need and accustomed to receive under the old centralized system.

Since the centers for the provision of social services in the CLC cannot always provide the full range of social services provided before by a single professional provider of social services in the territory, that is a territorial center of social services (provision of social services), for example, in inpatient care stationary departments of the territorial center, day care services.

Residents of CLCs must receive a full range of quality social services that they need. Taking into account the above-mentioned relevance and practical significance of the study, the necessity of developing a mechanism for improving the provision of social services to the population by executive bodies of the newly formed consolidation of local communities is determined.

In order to ensure the exercise of powers in the field of social protection of the population and the protection of the rights of children in the executive body of the village, settlement and city council representing the consolidated local communities. These communities were formed in accordance with the law and a Prospective Plan for the formation of community territories, which are recognized by the Cabinet of Ministers in accordance with the law of Ukraine [1; 5; 6].

At the same time, by 10/01/2018 in Mykolaiv oblast 28 CLCs were created and only 11 CLCs had a structural unit (sector, department) on social protection.

As the main tasks of the responsible unit/responsible person to be defined as follow: to examine the applications of persons under difficult living conditions, on receiving social services and to prepare a draft decision on the provision of social services or refusal to provide them [5; 6].

It is assumed that the direct provision of social services will be done by the providers of social services, in particular: by the territorial centers of social services (provision of social services), social services centers, non-governmental organizations providing social services, individual entrepreneurs.

The main tasks of social service providers should be:

- identification of the individual needs of the recipients of social services;
- development of an individual plan for the provision of social services;
- making a contract between the provider and the recipient of social services;
- ensuring the quality provision of social services in accordance with the state standards of social services;
- internal monitoring and evaluation of the quality of social services provision [5; 6; 7].

At present, the Ministry of Social Policy of Ukraine (hereinafter referred to as the Ministry of Social Policy of Ukraine) together with the structural subdivisions on social protection of the population of the oblasts, Kyiv city state administration and territorial centers of social services (provision of social services) have jointly developed two variants of the algorithm of provision of social services in the consolidated of local community, proposed for consideration in the further work (CLC, where there is no social service provider, and CLC, where there is a social services provider) [1; 2; 3; 4; 5; 6; 7; 10].

**Object of study.** The object of the study is the provision social services to the population of the CLC.

**Subject of study.** The subject of the study is the mechanism for quality social services provision to CLC members.

**The purpose and tasks of the study.** The purpose of the scientific research is to develop a mechanism for improving the provision of social services in CLC.

In accordance with the stated goal, the following tasks were formulated:

- to analyze the existing mechanism of providing social services under decentralization;
- to investigate the activities of social service providers in local communities and their interaction with other bodies of local self-government and executive authorities;
- to compare the mechanisms of providing municipal services with social services in Ukraine and in the countries of the European Union;



- to identify problematic issues while providing social services in territorial communities;

- to give suggestions for resolving problematic issues of providing social services in local communities within the boundaries of a single social space of the state.

**Research methodology.** The study proposes to apply general scientific and special research methods, in particular:

- methods of generalization and abstraction (in clarifying the essence of the mechanism for improving the quality of social services, generalization of modern principles and approaches to the process of improving the quality of social services);

- analysis and synthesis (in the study of the possibility of adaptation of the provisions of European theories in the provision of social services by municipal communities to the socioeconomic processes in the CLC of Ukraine),

- modeling (in researching the model of provision of social services and interaction between government bodies and recipients of social services);

- historical and logical (in the study of the process of formation of the scientific and theoretical foundations of territorial management in provision of social services);

- system analysis (when disclosing the essence of the territorial management system for the provision of social services and the interconnections between the components of this system);

- situational method (taking into account the peculiarities of the development of territorial factors in the conditions of specific territorial units);

- formal-logical analysis (in studying the legal framework for the provision of social services);

- comparative and statistical analysis (in studying the experience of providing social services in Ukraine and other countries and determining the possibility of its use in Ukraine)

- forecasting (in developing proposals for implementing a mechanism for improving the provision of social services in CLC).

It is supposed to carry out the research in all CLCs of Mykolaiv region, which will give an opportunity to fully explore the features of providing social services in the

territory of Mykolaiv region. Survey and observation will also be used (including the use of "secret customers" of social services).

**Scientific novelty of the expected results.** The proposed study will provide the necessary theoretical basis for practical recommendations aiming for the successful implementation of CLC social policy in the community, in particular the establishment of an effective mechanism for timely provision of quality social services to CLC members. These recommendations can be implemented in the activities of local self-government bodies on the territory of Ukraine.

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## **THE STATE REGULATION OF FORCED MIGRATION PROCESSES IN UKRAINE**

**Relevance of the subject.**Modern forced displacement of persons in Ukraine, caused by occupation of the Autonomous Republic of Crimea and destabilization of the situation on the east of Ukraine, is one of the major challenges that Ukraine faced since its independence. Addressing negative consequences of internal displacement and ensuring the rights and freedoms of internally displaced persons is one of priority tasks for the Ukrainian State. The problem of forced migrants is one of the most serious challenges that Ukraine faces now. Forced to flee their homes people immediately understand that no one expects them anywhere. The state programs that would cover all aspects of internal migrants' problems are not enough, with some of them being

declarative by nature, as the framework of their realisation is not established at all or just partially.

**Review of scientific literature on the subject and selection of research areas.**

Among scientists that address the issue of modern migrations we note such domestic and foreign scientists as O. Malynovskam, E. Lybanova, A. Sosnova, I. Pynchuk, A. Homra, V. Iontsev, I. Pribitkova, V. Holod and others. Though must admit, that the connection between forced migration and a policy for provision of social security has been little researched in the circle of domestic scientists.

**The focus of this thesis** is to deepen theoretical frameworks as to the state regulation of forced migration processes and ensuring the rights of internally displaced persons in Ukraine.

To reach this aim the following **research tasks** were formulated:

- to define the notion, indication and meaning of the legal status of internally displaced persons;
- to determine the ratio between general and special legal statuses of internally displaced persons;
- to characterize activities of the public administration authorities as to ensuring the fulfillment of the rights and freedoms of internally displaced persons in modern conditions and to identify ways for improvements;
- to review the powers of both executive and local authorities as to ensuring the fulfillment of the rights and freedoms of internally displaced persons and suggest ways for improvements of their realisation;
- to determine problems of ensuring legal status of internally displaced persons and suggest possible ways of their organizational or legal resolution.

**The object of research** is in the public relations that occur in the process of realisation of the status of internally displaced persons in Ukraine.

**The subject of research** is the state regulation of forced migration processes and ensuring the rights of internally displaced persons in Ukraine.

**Overall methodology used and main methods of research.** To ensure objective, comprehensive and complete research, and also to obtain scientifically proven

and true results, in the thesis it is planned to use a set of philosophic and worldview, general scientific and special methods of scientific knowledge.

A base of information for research should consist of: Constitution of Ukraine, international documents, laws and resolutions of the Parliament of Ukraine, orders of the President of Ukraine, orders of Cabinet Ministers and central executive authorities, orders of other state authorities, local authorities, decisions of the Constitutional Court of Ukraine, decisions of European Court of Human Rights, that concern ensuring the status of internally displaced persons in Ukraine, legislation of foreign countries in terms of legal guarantees for the status of internally displaced persons. Empirical base of research would consist of statistical data, news stories and reports from both national civil and international organisations.

**The new scientific findings expected of these results** lie in the fact, that the thesis would be one of the first in domestic science of public administration as to the researches of organisational and legal mechanisms of the state regulation of internal migration in Ukraine, based on practices in the respective sphere of foreign countries.

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**OPTIMIZATION OF PUBLIC ADMINISTRATION BODIES ACTIVITY  
IN THE CONDITIONS OF MODERN STATE BUILDING: LEGAL AND  
REGULATION ASPECTS**

**Relevance of the study.** Optimization is the choice of the best possible variant in the given conditions for accomplishing the tasks set, a focused process of achieving the maximum possible value of the efficiency of the public administration system. Optimal management implies the selection and implementation of the best program action to achieve the desired outcome.

When it comes to optimizing public authorities, not only the choice of an appropriate model of the system is assumed but also the acquisition by public authorities of favorable characteristics for the successful implementation of the tasks that the state faces. The purpose of the research is theoretical substantiation of the necessity to optimize the activities of public authorities and developing practical recommendations for improving their activities.

Within the framework of the public administration branch the related task of optimizing the public administration system is also defining the efficiency and effectiveness of public administration. Efficiency is a way to successfully achieve or achievement of your goal. Effectiveness implies the degree of responsibility of the achieved results.

Unfortunately, the concept of optimization is not fixed at the legislative level and according to the Decree of the President of Ukraine “On the optimization of the system of central executive bodies” of 09.12.2010, the optimization of the system of central executive authorities is aimed at eliminating their duplication powers, ensuring reduction of the amount of administrative apparatus and of the expenses for its maintenance and increasing the public administration efficiency [2]. There is no clear definition of the concept of optimization. The same situation is observed in the resolution of the Cabinet of Ministers of Ukraine “On the optimization of the system of central executive bodies” of 10.09.2014 [3]. Therefore in view of the work scientists, one can conclude that optimization is a process aimed at improving the current legal framework, which ensures the achievement of the maximum result under the existing real conditions. Optimization of the public administration system is currently little studied. In the domestic professional literature it is practically not investigated, the concept of optimizing the system of public authority and public administration has not been developed. The concept of optimization should orient the system of public authority and management towards searching for the new quality of solutions and the balance of motives and interests.

It is generally recognized that without improving the territorial organization of the state it is impossible to build a fundamentally new system of public administration in it.

The science of public administration and legal science have long been discussing the best practices and methods for organizing the activities of public authorities. One of the best methods of such optimization is considered here.

This process is aimed at improving the legal framework in order to develop the concept and strategy of the development of legislation in a particular field.

Having analyzed the world experience in the field of public administration in developed countries, we can define the priorities of the public authorities as the optimal construction of their system in order to avoid duplication of functions.

Optimization of the activities of public authorities should be aimed at:

- the creation of a permanent system of mutual communication;
- support of public initiatives of local self-government institutions;
- creation and functioning of advisory committees and public councils [1].

**Conclusion.** Optimization of public administration in Ukraine is a burning problem. Optimization should be balanced, justified from the viewpoint of practice.

Optimization will bring the system of public authorities to a state that will allow it to perform its functions, tasks and administrative services more efficiently. In the first place, it is necessary to improve the normative regulation of the organization and the order of the activities of public authorities.

All these factors have a direct or indirect effect on the success, effectiveness, efficiency and equity of state power and public administration. At the current stage the unclear division of authorities, the absence of an effective mechanism of interaction and the lack of a clear division of authorities and responsibilities between local government bodies at different levels lead to inefficiency of interaction between the representative and executive branches of government.

Consequently on the basis of the study the following conclusions can be formulated: a clear separation of authorities between executive and local self-government bodies, the transfer of excessive functions from central executive

authorities to local authorities and the improvement of the interaction between local state administrations and local self-government bodies should be made.

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### **IMPLEMENTATION OF EFFECTIVE 4P PARTNERSHIP IN UKRAINE: THEORETICAL AND METHODOLOGICAL ASPECTS**

**The relevance of the research.** The present research deals with the problem of implementation of effective 4P partnership in Ukraine.

In Ukraine there are practically no public associations that have an impact on the socio-economic development of a particular territory. In fact, the participation of each sector is formal. There are few examples of joint activities for implementing modern projects.

The position of global donors in identifying topical projects for the world relates to changing the paradigm of the projects themselves. If by 2014 these were cultural,



political, and social projects, by 2018 there appeared water supply, food supply, energy conservation, and medical care and education projects. All of this is to be achieved through the activities of public associations, business, science, active citizens and public administration.

Modern scholars are considering the model 4P partnership as the basis for developing fruitful and practical partnerships among the public, private sector and communities, media and science. 4P has great potential for achieving the goals of increasing sustainability and cost of money after natural disasters. The 4P partnership model is tested in different countries.

In the domestic science, there are no studies on the theoretical and methodological bases for the effectiveness of the 4P partnership from the point of view of the system approach.

**The purpose and tasks of the research** are development of theoretical and methodological conceptual bases of implementation of the 4P partnership in the context of world tendencies for the sustainable development of the state.

Having analyzed the experience of some countries of the world, which use the 4P partnership model, we draw attention to the fact that the characteristics and definitions of public-private partnership models vary depending on the country and international organization.

The experience of these countries proves that the use of tools for involving civil society and business in public administration leads to the construction of a new system of public administration based on optimizing the interaction of personal and social interests.

According to experts, the use of 4P partnership for post-disaster recovery can provide new opportunities for job creation, investment and growth, vulnerability reduction and sustainable development. In reality, however, recovery is often carried out on a special and emergency basis, without appropriate policies and guidelines. It results in bad consequences, especially after major disasters.

The main problem of public-private partnership is that it requires a long time to negotiate and prepare.

In other words, they cannot start as fast as 4P projects. Therefore, the 3P approach can be adapted to carry out reconstruction projects by integrating the 4th P- People. Actually, the private sector, communities, professional groups, media, is engaged in restoration and support in an inefficient manner.

The 4P approach can be used to combine the benefits of both the public and private sectors.

Therefore, the problem of the formation of the 4P as a system should change the activities of public authorities and the quality of services provided by the state that meet the modern requirements of society. The developed conceptual foundations of 4P partnership in Ukraine formed on the basis of comparative analysis of world concepts, theories of its development and experience should become the basis of this process.

**The theoretical and methodological foundations** of 4P partnership in Ukraine should create a new paradigm of public administration, which can attract people for active and responsible public position on the development of their own territory.

This research will provide a system approach to the research of public administration problems in Ukraine within the framework of world concepts and theories of model 4P.

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**MECHANISMS FOR IMPLEMENTATION  
OF THE STATE POLICY OF PROMOTING THE DEVELOPMENT  
OF CIVIL SOCIETY IN UKRAINE**

**Relevance of research.** The problem that is being investigated is that the potential of Ukrainian civil society and the interaction of public authorities and the public are not used enough, which impedes the implementation of urgent reforms to solve many problems of society.

The National Strategy for the Promotion of Civil Society, approved by the President of Ukraine, and the tools available to the public to influence the government, are not used to the appropriate extent.

The essence of these phenomena and the causes of existing problems in the field of state assistance to the development of civil society was studied by foreign and domestic researchers such as: M. Vayda, Y. Bytiak, Y. Habermas, O. Gostee, M. Zelsky, V. Drespak, V. Klyuksen , I. Kovalevich, Y.Kovbasiuk, N. Kolodiy, A. Kornievsky, A. Krupnyk, V. Kupriy, V. Ladichenko, N. Lipovskaya, A. Manzhola, L. Murkovich, A. Ortseva, P. Pelivanova, V. Polohalo, V. Rebkalo , A. Rudenko, O. Rudnitskaya, O. Sambuk, L. Usachenko, O. Chemerys, Yu. Shajgorodsky.

But in complex these questions have not yet been properly studied.

The years since the revolutionary rise of 2014 have shown, on the one hand, the power of self-organization of people, on the other - found the factors that hinder the development of civil society in Ukraine. In particular, this is:

- imperfect current legislation (the problem of legislative regulation of the organization and holding of peaceful gatherings in Ukraine, holding of general meetings and local referendums is not resolved);

- the activities of public authorities are mostly closed from the general public;

- civil society organizations lack financial resources for their activities and development;

- most public servants and public leaders are not professionally prepared for constructive cooperation and joint resolution of existing problems.

Therefore, as the aim of our study, we have chosen theoretical substantiation and identification of ways to overcome the ineffective state policy of promoting civil society development through the improvement of mechanisms for its formation and implementation on the basis of wide development of power and public interaction.

The **object of the research** is the state policy of promoting the development of civil society in Ukraine, and the **subject** – the mechanisms for implementing this policy.

In the process of research, the following **tasks** are addressed:

- the theoretical principles and the essence of mechanisms of realization of the state policy of promoting the development of civil society in the domestic and foreign sciences are studied;

- the characteristic features of civil society as the object and subject of the state policy of promoting the development of civil society are determined;

- the mechanisms of formation and implementation of the state policy of promoting the development of civil society existing in the state-management practice in Ukraine are studied and systematized in detail;

- the factors that influence the development of civil society and the ways of their improvement are revealed;

- tools for evaluating the effectiveness of mechanisms for implementation of the state policy of promoting the development of civil society are developed.

As a result of the research, the following **scientific and applied results** will be obtained:

- the method of realization of the state policy of promotion of civil society development and criteria of evaluation of its effectiveness are developed;

- recommendations for improving the mechanisms of implementation of the state policy for promoting civil society development, in particular, methodological recommendations for the development and monitoring of the implementation of Action Plans and Regional Programs for the Advancement of Civil Society Development;

- more clearly defined functions of state and advisory bodies in the field of civil society development;

- a methodology for monitoring the implementation of the National Strategy for the Promotion of Civil Society Development has been developed.

When performing the study, the following **methods** are used:

- the method of determinism - in particular, in the study of relations between the state and civil society, the state of the regulatory framework; activity of citizens, mechanisms of vertical and horizontal communications;

- structural-functional approach - in the allocation of structural elements in the studied systems of public power, society, public associations, determining the role of these elements in the systems.

- systematic approach - in determining the peculiarities of the development of civil society in Ukraine, the patterns of self-organization processes in society, and the interactions between different participants in the interaction;

- empirical research - in assessing the potential of stakeholders, the status of inter-human and government-public relations, the development of criteria for assessing the effectiveness of public policy.

The **novelty of this study** is that the mechanisms for implementing the state policy of promoting the development of civil society are systematically considered at all levels of public administration – national, regional and local. Civil society is viewed not only as an object but also as a subject of state policy. For the first time, a comparison is made of the implementation of the National Strategy for Promoting Civil Society Development 2016-2020 with the previous Strategy 2012-2016. Mechanisms for implementing the state policy to promote the development of civil society are improved by composition and content.

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**MEDICAL TOURISM: THE STATE REGULATORY MECHANISM**

The present paper consists of the research of the problem of the lack of quality regulation of several related industries at the state level.

In most countries, the Foundation of the national health policy is an appropriate legal framework, developed in accordance with international norms and standards set forth in the regulations of the United Nations (UN), The Council of Europe (COE), the World Health Organization (WHO) and the International Labour Organization (ILO).

The Constitution is the fundamental law of Ukraine, where it is determined that life and human health are the highest social value. Everyone has the right to health protection, medical care and medical insurance. In accordance with the strategy for sustainable development "Ukraine-2020" aimed at achieving European country living standards, health care is one of the main directions of the activity of the State. During the period of reforms, particularly at the time of reform in the health sector, effective governance institutions, have to improve the quality of health care delivery, to accumulate of labour and institutional capacities in health institutions in the face of economic and political instability at a period of joint forces operations in the country.

The number of victims and the disabled among participants in anti-terrorist operations and combined forces, mostly young people of working age, unfortunately progressively increases. For victim assistance, our State is cooperating with other countries that have experience, excellent medical and diagnostic equipment, qualified medical and rehabilitative assistance. Development and introduction of new forms of rehabilitation, which correspond to modern trends of development of the society, provide an opportunity to ensure the development of a unified State system of medical-social protection to preserve the physical and mental health of the population of Ukraine.

Due to the geographical position of Ukraine, the climate, natural medicinal sources, medical institutions with advanced medical equipment, qualified personnel with years of experience comes the development of this field. Dentistry, ophthalmology, aesthetic medicine, cosmetology, plastic surgery, cell engineering, stem cells, sanatorium and health-spa treatment and rehabilitation are those destinations that are attractive in our State for foreigners, despite the fact that a large number of sanatoriums and health-improving establishments are situated in Crimea.

Medical tourism-activities relate to organization of medical care to patients outside their permanent residence. Medical services have a high cost, especially in countries with developed economies. Outbound tourism of Ukraine in 2017 was introduced in the following areas of Medicine: Poland (Neurorehabilitation, orthopaedics); Turkey (Diagnostics and treatment of Oncology, orthopedics, surgery via robot da Vinci); Israel (Oncology, orthopedics, transplantation); Latvia and Lithuania (orthopaedics, rehabilitation); Greece (da Vinci surgical robot, rehabilitation), India (Oncology, chemotherapy, radiotherapy, transplantation), Belarus (transplantation); Thailand (surgery and plastic surgery).

The Governments of many countries are attracted to the fruitful cooperation of medical travel agencies, insurance companies, medical-preventive institutions, both State and privately owned, engaged in the development of this very lucrative and ever-growing tourism industry. Coordination and cooperation affects not only the image of the State in the world, the economy, enriching it, but, as a result, stimulates the development of medicine, technologies, infrastructure, etc.

There is a list of regulations that promote medical tourism market in Ukraine in accordance with the European standards. However, Ukraine has, so far, not established mechanisms of influence on the activities of the intermediary structures for the provision of medical services, price analysis services medical institutions in other countries. There is no system of monitoring the quality of the treatment and protection of rights of Ukrainian citizens, while they are receiving medical services in other countries. To ensure the sustainable development of medical tourism, the state must ensure legislative, institutional, economic and infrastructural conditions for efficient functioning of this direction of tourism.

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## **SYSTEM OF PROFESSIONAL TRAINING OF PUBLIC SERVANTS IN UKRAINE: ORGANIZATIONAL AND LEGAL ASPECT**

The topic of the research is "The System of Professional Training of Public Servants in Ukraine: organizational and legal aspect".

Conducting structural reforms, in particular reforming public administration, civil service, local government and territorial organization of power, education system, requires a high level of professional competence and professional development of public servants.

**Relevance** of the chosen topic is determined by a number of factors, in particular: the system of professional training does not meet modern requirements to the quality and content of education;

the educational programs only partly take into account the goals and objectives of public servants;

the imperfect mechanism for determining the real needs of public servants in vocational training does not ensure the relationship between the system of vocational training and the practice of public administration;

there was no effective mechanism for cooperation between various subjects of vocational training of public servants, which leads to inefficient use of resources for vocational training.

**The purpose of the study** is to provide scientific justification for reforming the system of vocational training of public servants in Ukraine and develop practical recommendations for implementation.

To achieve this goal, the following **tasks** must be performed:

- to analyze the state of scientific developments on the chosen topic;
- to familiarize with the historical and legal aspect of the formation and development of the system of vocational training in Ukraine;
- to analyze foreign experience in the field of professional training of public servants and the possibility of its use in Ukraine;



- to reveal the legal and regulatory framework for the provision of vocational education for public servants and identify areas for improvement;

- to substantiate the main directions of reform and to propose concrete mechanisms for improving the system of vocational training of public servants in Ukraine;

- to develop a model of advanced training of public servants in Ukraine.

**The object of research** is the public service system in Ukraine.

**The subject of research** is the system of professional training of public servants.

Among the scholars, the issue of professional training of public servants was studied by M. Izha, G. Atamanchuk, V. Bakumenko, N. Lipovska, V. Lugovy, P. Nadolishniy, N. Nyzhnik, O. Obolensky, V. Oluyako, S. Seryogin, etc. .

**The methodological basis** of the research is a complex of general scientific (historical, comparative, analysis and synthesis, system approach, modelling, comparison and analogy, expert evaluation, etc.) and special methods.

The result of the work should be the solution of the actual scientific problem - the substantiation of theoretical and methodological principles of reforming the system of professional training of public servants and the development of practical recommendations for their implementation.

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## **FOREIGN LANGUAGES COMMUNICATION IN PUBLIC SERVANTS TRAINING**

**Relevance of the topic.** The choice of the topic is due to its relevance in the context of broad international relations with other countries and the European integration course of Ukraine, the current trends in the formation of a pan-European

administrative space, the objective need of the state and society in public servants ready for foreign language professional communication, the need for their close cooperation with foreign colleagues.

An integral attribute of the modern high-skilled manager's education is speaking at a sufficiently high level one or more foreign languages (the most widely spread in the EU member states). At the declared Euro-integration course the civil service system of Ukraine often consists of officials who do not speak foreign languages - instruments of integration into the European community.

That's why all the officials of the highest category "A" have to negotiate and conduct an international communication in a foreign language according the new Law of Ukraine "On Civil Service", "Strategy of Reforming Public Administration in Ukraine" (Cabinet of Ministers Order No. 474-r of June 24, 2016). The Cabinet of Ministers by its resolution dated July 22, 2016 No. 448 defined the "Typical requirements for persons applying for the category A civil service position". Thus a civil servant of a higher state administration should: speak fluently the state language and from 01.05.2018 a foreign language, one of the official languages of the Council of Europe [1].

During the transitional period current civil servants must determine their own level of English, enhance spoken and written skills and provide a certificate of international standard that attests foreign language speaking at a sufficient level (above average). Prior to this period concrete actions were already realised: in autumn 2015, the Presidential Administration initiated the development and implementation of a document that made it necessary for AP representatives to learn English; the National Bank of Ukraine has introduced compulsory knowledge of English while employment and among civil servants; the criterion of "fluency in English" is increasingly appearing in job descriptions when hiring in the public service.

One of the reasons for this was the proclamation of 2016 as the Year of English. In particular the Presidential Decree mentions the following measures: evaluation of the level of civil servants' speaking English and the organization of language courses for its learning, introduction of qualifying requirements for the English language competence

for the relevant civil service positions in accordance with the established procedure; the inclusion of English learning in programs for the training of civil servants and officials of local self-government; enhancing the English version of the official websites of public authorities [5].

Taking into account the European integration course of Ukraine and public tasks the system of public servants training should actively promote the process of minimizing the separation of Ukrainian civil servants from the EU by language barrier. After all speaking working or official languages of the community provides in practice wide opportunities for getting international experience in public administration, going for internships, working in international projects, etc. In the context of broad international relations with other countries it is important to communicate with foreign specialists, to develop professional, business and personal contacts with foreign partners, colleagues, to read different editions in the original.

**The objective of the research** is the scientific substantiation of the structural and component model of public servants training for foreign language communication.

**The tasks of the research are:**

- to study the essence and main characteristics of foreign language communication in the system of public administration in the context of the implementation of the European integration course in Ukraine;
- to summarize the domestic and foreign experience of public servants training on foreign communication issues;
- to define the structural components of the model of public servants training for foreign language communication: philosophical, motivational, creative, reflexive, technological, etc ;
- to substantiate conclusions and suggestions on possible ways of improving the system of public servants training for communication in a foreign language environment.

**The object of research** is the improvement of the system of public servants training.

**The subject of research** is the mechanisms of improvement of foreign communication in the system of public servants training.

**Research methods.** In order to achieve the goal the performance of the tasks will be based on general and specific methods of scientific research, in particular: expert surveys, induction and deduction methods, critical analysis and generalization of methodological, psychological, pedagogical, linguistic, philosophical literature on the subject of research, analysis of scientific research related to the problem of learning foreign language and professional communication, research training.

**Expected scientific results of the research.** As a result of the study the new scientific knowledge on the systems (models) for public servants training will be obtained to communicate in a foreign environment basing on world experience. This will enable us to identify the ways to improve public servants training in Ukraine in order to introduce the Euro-integration course of the state. The above will allow us to work out a structural component model of public servants training for foreign language communication as well as recommendations for its introduction in the context of the implementation of the Reforming Strategy of Public Administration of Ukraine for 2016-2020.

**Expected use of the results obtained:**

- in the development of scientific research in the direction of reforming the system of public servants training;
- in the educational process of the NAPA system institutions (development of disciplines and training modules within the “Public Administration” educational program);
- in the activities of public authorities (central and local executive authorities, executive bodies of local self-government), bodies of population self-organization, civil society institutions whose specifics is the active use of foreign languages in professional activities.

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## **MECHANISMS OF PROVIDING SOCIAL SERVICES IN THE CONDITIONS OF DECENTRALIZATION OF POWER IN UKRAINE**

**The research objective** consists in defining theoretical and methodological justification of mechanisms of public administration by the system of providing social services in the conditions of decentralization of the power in Ukraine.

**The task** of the study is to analyze current state of transformation of the existing system of providing social services, mechanisms of public administration of this system; to study the best foreign experience with the use of instruments of public administration for social security and interaction between public and non-governmental institutions in providing such services.

The formation of a new social and economic system on the basis of decentralized political relations is directly connected with the reform of the existing social policy and social management.

The main direction of social policy is a person and conditions of their life, everything that accompanies a person during their life.

Ukraine faces a great and difficult task in this work: the transformation of the social sphere, turning it into an effective sector of market economy, and an incentive to economic progress.

Strategic objective of sustainable development of Ukraine up to 2020 is the implementation of the European standards of life in this country [2].

It includes providing social guarantees and the standards of living, effective social protection of the population and high-quality social services.

It should be noted that development of a social security system is a part of commitment of Ukraine concerning the realization of the European Social charter [1].

Social protection is actions of the state to carry out priority tasks of social policy, realization of a complex of legally established economic, legal and social safeguards which would guarantee that each member of society acquires the most important social rights.

The state has to provide social protection of the citizens, but should not into dependents.

Problems of rendering services in the social sector from the point of view of the power are:

- shortcoming financial, material, personnel resources;
- increase in number of senior citizens, appearance of such population as "internally displaced people", increase among physically disabled people.
- insufficient cooperation between the organizations in social protection;
- insufficient participation of workers in the field of social protection in the system of professional development, lack of system of support of personnel, prevention of burn-out.

Problems of rendering services in the social sector from the point of view of consumers are:

- the complexity of procedures of receiving services which includes visit of a large number of the organizations, submitting a large number of documents;
- lack of appropriate information on receiving services;
- problem of "territorial monopoly".

The main feature of the democratic state with the developed civil society - ensuring the worthy standard of living for all population of the country and achievement of social balance.

Social services must become modern, the world-renowned format for helping people, certain social groups, which are related to disability, age, for reasons of health, social status are in difficult circumstances, alone cannot overcome them. The amount of people, which requires the provision of social services, is increasing.

Social function is one of the most important in the state, enforcement of which needs to be developed and implemented relevant government policy and mechanisms of public administration.

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## **EFFICIENCY OF COOPERATION BETWEEN LOCAL COMMUNITIES AT THE REGIONAL LEVEL**

**Relevance of research.** One of the tasks in constructing a modern democratic, competitive Ukraine, in ensuring its sustainable development is the reform of local self-government. It is about the formation of a efficient self-government at the basic, raion and oblast levels, with the formation of the corresponding agencies, the optimization of the administrative-territorial system and the current model of the territorial arrangement of power, the introduction of effective mechanisms of party-based democracy.

In 2014, the Government of Ukraine launched a large-scale reform of local self-government, which in particular involves the transfer of greater powers from central government to local self-government bodies, expansion of their resource base, etc. In this regard, the issues of development of cooperation of local communities (inter-municipal cooperation) as an effective and flexible tool for ensuring the capacity of local communities and sustainable local development are of particular importance. The organizational and legal principles of cooperation of local communities, principles, forms, mechanisms of such cooperation, its promotion, financing and control are determined by the Law of Ukraine "On Cooperation of Local Communities", which was adopted in 2015.

According to the experience of other countries, cooperation of local communities cannot be considered as a one-time operation, but as a complex of actions (organizational, legal, institutional, managerial, etc.). All this determines the need for



further study of cooperation of local communities from the standpoint of the field of public administration science.

In recent years the considerable attention has been paid to the scientific study of issues of development of cooperation of local communities in the context of the reform of local self-government. Thus, among Ukrainian and foreign scholars who studied various aspects of local government development are: Batanov O., Bordenyuk V., Vorona P., Vrublevsky O., Helich A., Demchyshen V., Zelinska O., Kostina N., Kravchenko V., Kuibida V., Lyubchenko P., Mamonova V., Olenkovsky L., Poltavets V., M. Pukhtinsky, Tymeckko I., A. Tkachuk, V. Tolkovanov, J. Sharov and others.

However, taking into account the new priorities of state policy on decentralization of public authorities and local self-government reform, as well as new legislation on the development of cooperation between local communities, it is necessary to study the current state of development of cooperation of local communities more deeply, to study the experience of other (European) countries on this issue, as well as to develop appropriate recommendations for further development and increase of the efficiency of cooperation of local units in terms of local government reform in Ukraine.

**The purpose of the research** is to develop theoretical and methodological approaches to the increase of the efficiency of cooperation of local communities at the regional level.

**The objectives of the study are:**

- to research legal regulation of cooperation of local communities;
- to study foreign and domestic experience of cooperation of local communities;
- to give analysis of the current state of cooperation of local communities in Ukraine;
- to define the main directions of development of cooperation of local communities taking into account the priorities and tasks of the local self-government reform in Ukraine;
- to develop methodological approaches to the formation of a network of cooperation of local communities on the basis of internal regional zoning;

- to substantiate potential zones and forms of cooperation of local communities under the conditions of industrial-agrarian region (Odessa region);
- to identify methodological approaches to the formation and implementation of inter-municipal cooperation programs in the region;
- to develop a methodology for selecting priority inter-municipal projects for implementation of inter-municipal cooperation programs;
- to propose an inter-municipal investment project typical for the industrial-agrarian regions of Ukraine as part of the program of cooperation of local communities.

**The object of the research** is the processes of reformation of the institution of local self-government under decentralization of public authority in Ukraine.

**The subject of the research** is mechanisms, tools and technologies for managing the processes of cooperation of local communities at the regional level.

**The methods of the research.** The basis of the work is the fundamental principles of the theory of public administration, local government and decentralization of public authority in Ukraine. The research is also based on the achievements of related fields of science - law, economics, political science. It is suggested to use:

- a method of system analysis, on the basis of which to determine the cooperation of local communities in the system of local self-government and its institutions;
- the method of comparative analysis, which will allow to study European and domestic approaches to address the issues of cooperation of local communities on the basis of their comparison, contrast;
- a modeling method that will enable to determine the optimal model of cooperation of local communities at the regional and local levels;
- situational method will be used while studying features of development of cooperation of local communities in the conditions of specific local units;
- historical method, which will allow to explore the process of formation and development of the mechanism of cooperation of local communities.

The empirical basis for the study will be regulatory documents regulating the processes of cooperation of local communities, statistical information, media monitoring materials, sociological surveys, as well as personal observations.

**The results of the dissertation research** can be the basis for forming programs of cooperation of local communities in the regions of Ukraine. Based on the developed proposals, a methodology for the formation of rational management structures in the areas of common interest of local communities may be developed. The materials of the dissertation research can be used in the process of drafting and adjusting the prospective plans of the voluntary consolidation of local communities at the regional level. The outcomes can also be used in the process of training of Bachelor and Master students of public administration, as well as professional development of employees of public authorities.

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## **ACTIVITIES OF SPECIAL EDUCATIONAL INSTITUTIONS IN THE CONDITIONS OF REFORMING THE SYSTEM OF SECONDARY EDUCATION**

The social well-being of a self-sufficient person depends on the level of education, practical adaptability, and social adaptability.

In this period, an educational policy strategy is being formed aimed at providing quality educational services and rehabilitation services for children with special educational needs (children with disabilities). The focus is on inclusive learning.

That is, it is a way of learning when pupils or students with special educational needs study in the general educational environment at their place of residence - and this is an alternative to the boarding system for which they are held and educated separately from other children or home and private education. [1].

According to p.9.2 of the "Plan of measures for 2017-2029, the New Ukrainian School" (hereinafter referred to as the Concept) [2], with the introduction of the Concept for the implementation of state policy in the sphere of reforming general

secondary education, provides for the formation of a network of profile schools based on the results of: inventory of an existing network of secondary schools boarding schools (except institutions of general secondary education for children with intellectual disabilities) and their reformation with the purpose of creating on their basis high schools and lyceums, including establishments for children with deep vision deficiencies (sl. Ipih children).

"According to the World Health Organization, the number of blind people in the world grows by about 1 million each year. According to their information, every 5 seconds in the world one person loses his sight, every minute - one child. If we talk about Ukraine, according to unofficial data, we have from 100 to 300 thousand people with visual impairments, of which more than 10 thousand are children [3].

Of course, such a number of children need systematic planned rehabilitation of the organ of vision at least twice a year, which is currently 1 child ophthalmologist who is currently working in the area is unlikely to be able to provide.

According to Article 9 of the Law of Ukraine "On Secondary Education" [4]. There are provided the following types of educational institutions in which children with visual impairment will study:

- elementary school, gymnasium, lyceum - with an inclusive form of education (without a rehabilitation process);

- a special school (with a rehabilitation component), which according to this Concept [2] is to be de-institutionalized and liquidated by 2026 (the standard Provision of which was approved by the orders of the Ministry of Education and Science of Ukraine dated 15th of May 2008 №852 [5]);

- an educational and rehabilitation center (with a rehabilitation component), which, according to the same Concept [2], can move from the educational sphere to the social policy sector without the educational - rehabilitation process, or to be liquidated (the standard provision of which was approved by the orders of the Ministry of Education and Science dated August 16, 2012 № 920 [3]);

The same article provides for one more type of secondary educational establishment - a sanatorium school (the Regulation on which was approved by the

order of the Ministry of Education and Science of Ukraine of June 12, 2003, № 363 [7])), in which only children with diseases such as psycho-neurology, scoliosis, cardiovascular system, chronic non-specific diseases of the respiratory system, chronic non-specific diseases of the digestive system, diabetes mellitus, small and inactive (phase of extinction) forms of tuberculosis can study.

There is no type of sanatorium school (sanatorium groups in a special school or SRC) for children with visual impairment.

According to the requirement of the Concept [2], such children should switch to an inclusive form of education.

At the same time, the needs of children with deep vision deficiencies go beyond the generally accepted norms: their main feature is the need to use special methods and means in the educational process.

Orientation, special technical equipment, the use of the Braille font, computer hardware with special software, the availability of the appropriate material base, and most importantly the qualified pedagogical staff having experience with such children - this is far from a complete list of required requirements.

There are currently six special boarding schools for blind children in Ukraine [8].

Occasional cases - when a child is transferred to a 5-6th grade, a special educational institution for blind children, as a fully pedagogical and socially run. The child can neither write nor read (does not know the Braille font), is not oriented in the macro and in the micro space, unfamiliar with computer technology, but with a great desire to learn.

Today, the vectors of educational policy aimed at providing quality educational and rehabilitation services for children with visual impairments are outlined, we are confidently "stepping" towards inclusive education.

However, I believe that the recommendations of scientists, physicians - ophthalmologists, representatives of civil society and heads of public formations, parents of pupils, with the aim of revision and improvement of educational legislation in this direction should be carefully considered and taken into account.

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## **THE ROLE OF THE CONTROL OVER THE SELF-GOVERNMENT BODIES: DEFICIENCIES, IMPROVEMENT PERSPECTIVES**

**Relevance of the research.** With the increased role of the self-government authorities/bodies in public administration, provided by the State through the decentralization as well as the liberalization of the territorial communities rights, particular significance attaches to the problem of the control in the context of their activities. In some cases, however, the territorial communities, represented by the authorized bodies, assume the previous functions of the State. The implementation of the reforms in the State causes the importance to set up an effective mechanism to control the activities of the self-government authorities/bodies, where the control mechanism has to be provided both by the State, as an independent institution with the authority functions that are implemented by the specially established public authorities, in carrying out the control function as well as the regulatory function, and by the society that is not only the member of the public administration during ongoing process of democratization but rather a *formateur* (fr. Formateur - someone who has a significant influence on or determines the manner or outcome of something).

The control as a management function is exercised to ensure the optimal functioning of the managed system and involves the organization of activities, with a view to protect the rights and freedoms of man and citizen. Since the public administration is aimed to find the most effective way of using resources to achieve priority goals in social development, co-provided by the Government, by the representative authorities and by the civil society, it is properly organized control, as a management function, that for the most part causes the proper implementation of the public entities decisions as well as their effectiveness overall.

Hence, the legal basis and the organizational procedures of the control in the context of the self-government system are still unclear and unspecific. Despite the fact that the problem of integrated organizational legal regulation of the Institute of the Control over the self-government bodies is considerable, it had never before been the subject of the research. The lack of organizational legal certainty of the Control Institute over the self-government bodies results in a functioning which is described according to

the formula «*Where there is a right, there is no responsibility*» and leads to the inappropriate exercising of the rights afforded by the State and by the Community.

Thus, the relevance of the research is grounded in the necessity of the extensive academic redefining of the given perspective and in the improvement of the organizational legal regulation of Control Institute over the activities of the self-government bodies based on Ukrainian and international experiences.

Different aspects of development and functioning of the state and public control have been considered by such researchers as: Averianov V. B., Andriyko O. F., Barabash Y. G., Batanov O. V., Bityak Y. P., Garashuk V. M., Kolisnyk V. P., Kolomoiets T. O., Kosinov S. A., Krusian A. R., Liubchenko P. M., Martseliak O. V., Matvienko P. D., Nalyvaiko T. V., Ostapenko O. G., Petrishin O. V., Seriogin V. O., Seriogina S. G., Sushinskiy O. I., Tatsiy V. Y., Todyka Y. M., Fedorenko V. L., Shapoval V. M., Shemshuchenko Y. S.

The relevance of the subject is due to the fact that a number of issues in the integrated research of organizational and legal frameworks/principles in the context of regulating control over the self-government bodies has never been surveyed at the dissertation level, despite its obvious importance. Indeed, nowadays there is an urgent need for an extensive academic redefining of the given perspective bearing in mind the considerable degree of involvement and commitment from the territorial communities and other members of social relations to improve the system of the control over the self-government bodies.

**The aim and the tasks of the research.** The aim of the research deals with an integrated scientific analysis of the organizational and legal principles/frameworks of control over the self-government bodies, the definition of their substance and meaning/concept/importance in the conditions of the decentralization of the state authority, as well as the development of practical guidance to further improve the system of control over the self-government bodies with a view to Ukrainian and international experiences.

Thus, in order to achieve the aim of the research, **the tasks** are as follows:



- to identify the development stages of the control in public administration, as well as the factors that contribute to a well-functioning system of the control over the self-government bodies;
- to make a review of the scientific literature in order to study different approaches to the concept, the organization and the process of the control over the self-government bodies;
- to identify features and functions of the control over the self-government bodies;
- to explore the integral parts of the system of the control over the self-government bodies;
- to develop the classification of the forms and types of the control over the self-government bodies and to establish structural relations between the components;
- to make a review of modern organizational and legal principles/frameworks of the control over the self-government bodies;
- to develop a conceptual model of the control over the self-government bodies;
- to provide the research-based recommendations in order to improve the process of the control over the self-government bodies.

**The object of the research** deals with the social relationships which arise in connection with the activities of the self-government bodies.

The organizational and legal principles/frameworks of the system of control over the self-government bodies are determined as **the subject of recent research**.

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**MECHANISMS OF PUBLIC MANAGEMENT  
 FOR THE DEVELOPMENT OF EFFECTIVE RELATIONS  
 BETWEEN STATE AUTHORITIES AND VOLUNTEERS  
 IN UKRAINE**

**Relevance of the topic.** A holistic system of interaction between state authorities with volunteers and public activists is missing in Ukraine due to insufficient transparency of the activities of mentioned authorities, bureaucratization and low level of trust among the public. At present, there is no effective public control over the activities of both state and local authorities. The transparent competitive procedures are not applied. Besides, the unwarranted benefits are provided to certain types of public society organizations. Potential of volunteers and public organizations is not fully used by local executive authorities to provide socially meaningful services. Benefits granted in this area to state and municipal institutions lead to excessive growth of budget expenditures. At the same time, the volunteers and benefactors do not have effective incentives on the state, in particular on tax system.

The scientific and practical necessity in forming new mechanisms for effective relations between the public and volunteers with the authorities in Ukraine is outlined in the following strategic and regulatory documents:

- the Decree of the President of Ukraine dated January 12, 2015 № 5/2015 "On a strategy of sustainable development "Ukraine-2020": a reform of the system of social protection; a pension reform; a reform of healthcare system; a healthy lifestyle program";
- the Decree of the Cabinet of Ministers № 442 dated September 10, 2014, with the amendments by the Resolution of the Cabinet of Ministers of Ukraine dated April 20, 2016, № 299 "On the Promotion of the System of Central Authorities of Executive Power";
- the Law of Ukraine "On Volunteering Activities";
- the Law of Ukraine "On Amendments to Some Laws of Ukraine on Mutual Reconciliation" (;
- the Decree of the President of Ukraine dated February 26, 2011 № 68. "On promoting the development of civil society in Ukraine".

The World Declaration of Volunteering states that volunteering is the foundation of civil society. The UN recognizes volunteering as a socially beneficial activity, which is recommended by the states to include in national plans.

"People all over the world are engaged in volunteering for various reasons: helping others, developing their own skills and getting important experience" - the Law of Ukraine "On Volunteer Activity" was adopted in 2011, which added additional changes in 2015 in order to facilitate the attraction volunteers. "In Ukraine, the UN volunteers program aims to be "a source of inspiration for action" to help create more favorable conditions for volunteering" - the Law of Ukraine "On Amendments to Some Laws of Ukraine on Volunteering".

Thus, the state policy on promoting the development of civil society in Ukraine is analyzed by M. Latsiba, O. Vinnikov, T. Boycott. The peculiarities of the formation of civil society in Ukraine, the relation between civil society and the state, the dynamics of their interaction were considered by V. Bebig, A. Kudryachenko, M. Tkachuk. The works made by Romanov, O.H. Tenkovan are dedicated to non-governmental research organizations. The aspects, forms and directions of interaction of the state with the institutes of civil society are studied by L. Usachenko, R. Kraplych, E. Pozhidayev. At the same time, the study of the theoretical foundations of relations between state authorities and civil society institutions remains neglected by Ukrainian scientists.

The problems of establishing an effective dialogue between the state and civil society, the effectiveness of existing and the search for new mechanisms in the interaction of public authorities and civil society institutes are the subject of research of an increasing number of Ukrainian scientists.

**The purpose and tasks of the research.** A theoretical justification of organizing a mechanism for public management of the system's development of the volunteer movement interrelationship with the authorities in Ukraine and developing a model of these public-partnership relations.

There are several tasks in the research. The main thing is to reveal the features of the existing organizational mechanism of public management of the system's development of relations between the public-volunteer movement with both state and

local self-government authorities. It is extremely important to substantiate the need for effective public control by the activities of state authorities. The essential task is to explain the feasibility of creating a new model of the interaction between the volunteer movement, a historical direction in Ukraine, and the state authorities and harmonize it according to the same one established in the European Union.

**The object of research.** The object of the study is the existing system of relations between state authorities and the public-volunteer movement.

**The subject of research.** The subject of the study is a volunteer movement as a new powerful avant-garde movement, capable of changing the system of state relations in Ukraine.

**The general methods and approaches of research.** Among the methods, it is possible to distinguish the following:

- the analytical one: the selection of scientific information on the topic of the work

- the comparative and logical-semantic ones: the study of the conceptual apparatus

- the structural and functional analysis and decomposition: the rationale for the public management mechanism of the system's development of relationship between the public and authorities;

The empirical basis of the study will become normative legal acts regulating the managerial relations of public administration subjects, statistical and stock materials, the author's own observations.

**Analysis and synthesis of the results of own research.** The problems and prospects of development of relations between the state and civil society became especially relevant for Ukraine at the modern stage of formation of public governance and rapprochement with the EU. Today, an effective mechanism of interaction between state authorities and the public should be created for implementing socially significant projects and developing the volunteer movement, for modelling a public policy in the sector with creation of favourable conditions for the volunteers' activities. This

mechanism will become a platform for the development of an effective network of volunteer initiatives and associations aimed at solving state problems.

It is necessary to introduce the basic principles at the legislative level on which the mentioned interaction between state authorities and institutions of civil society is organized:

- mutual responsibility
- recognition of various types of the civil society institution's activity by executive authorities
- openness and transparency:
- provision of equal opportunities
- non-interference
- social partnership
- civil society institutions participation in the formation and implementation of state policy,
- raise of the effectiveness of the process of interaction - the achievement of positive results in the process of interaction between executive authorities with the institute of civil society, the decision-making by executive authorities taking into account social needs and interests.

The state's facilitating of creating environment for the development of civil society is one of its most important tasks.

**Scientific novelty of the expected results.** A structural and functional model of the organizational mechanism of public management of the system's development of relations between the authorities and the public in Ukraine, which ensures coordination between the authorized ministries and organizations and the correspondence between the organizational structure and the zone of functional responsibility;

A process model of the organizational mechanism of public management for the development of a system of the volunteer movement influence in Ukraine at the time of the inability of the authorities to manage processes that will ensure the further effective development of this phenomenon of civil unity;

A model of public-private partnership as an organizational and economic mechanism for multi-channel financing of charitable services that will ensure system's development, quality and availability of this system for all segments of the population.

*Наукове видання*

**NEW INSIGHTS IN PUBLIC ADMINISTRATION**  
**Нове розуміння публічного адміністрування**

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