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Eurasian Social Sciences Association

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Eurasian Academic
Research Journal

MULTILINGUAL SCIENCE JOURNAL
2020. № 37

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ISSN 1829-4863

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One of the directions of development of scientific ideas is the inclusion of the Eurasian Academic Research Journal to the international databases Scopus and Web of Science in future. Therefore the requirements to the publication have certain characteristics.

Scientific publications Eurasian Academic Research Journal focused on solving problems in the areas of:
– Law;
– Economics;
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– Social science.

Languages of publications: English, Armenian, Ukrainian and Russian.

Publisher: Non-governmental organization «Eurasian Social Sciences Association»

Certificate subject of publishing
Registered by the Central Authority of the State Register 18.04.2016
Registration number 211.171.906429

E-mail: earj.info@gmail.com

<http://www.earj.org/>

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STATE VISION OF ROLE OF NATIONAL HOUSEHOLD TROOPS OF UKRAINE IN MODERN TERMS

Introduction

Today, one of the problems the use of force law enforcement (FLE) in Ukraine is a statist vision of the role of the National Guard of Ukraine (NGU) in modern conditions (in terms of aggression against the Russian Federation, Ukraine and driving a hybrid war). As stated in pigs [1], Ukraine created the Bureau of hybrid warfare counter that teach how to resist the Kremlin's methods. This is the agency «Interfax-Ukraine» reported one of the coordinators of the Bureau, director of public relations Eugene Magda, informs «Publicist». According to him, the main objective Bureau - hibrydnyy a resistance war against the Russian Federation, Ukraine, and its distribution in Europe. The Bureau is going to help in the development of Ukraine's state policy in combating hybrid technology war, promote the development of a common strategy for NATO and the EU to minimize its impact in Europe, signs of the deployment of the hybrid wars in other areas. It is important in this situation to consider NGU place as one of the main components of the FLE.

Analysis of the last researches and publications. At present Ukraine as a European state offered to other states to create a broad coalition with antyputynsku EU and NATO. As stated in [2], the current crisis – not only the Russian-Ukrainian conflict, but the conflict between civilization and totalitarian ideologies of democracy and all democratic forces must join forces for effective opposition to the aggressive plans of Russia.

In view of the above, in the present circumstances it is important at the national level to define the role of all law enforcement agencies in general and NGU Ukraine – in particular. In known open author of this problem is not adequately covered.

A selection of unsolved is earlier parts of general issue. For today as nev-

er for Ukraine appeared the problem of providing of integrity of the state and her national safety. National household troops of Ukraine are one of component forces of guard of law and order and by the qualificatory constituent of providing of internal safety of the state. Coming from it, state vision of role the National household troops of Ukraine in modern terms are a near-term task both for public authorities and organs of military management.

Aim of the article. To ground state vision of role the National household troops of Ukraine in modern terms that is conditioned by aggression of Russian Federation against Ukraine and prosecution of hybrid war in her east areas.

Exposition of basic material.

National Guard of Ukraine (NGU) – a military formation with law enforcement functions, part of the Ministry of Internal Affairs of Ukraine (IAU) and is designed to perform the tasks of security and protection of life, rights, freedoms and legal interests of citizens, society and state from criminal and other unlawful acts, public order and public security, and in cooperation with law enforcement agencies – to ensure public safety and protection of state borders, combating terrorism, of illegal paramilitary or armed groups (groups), terrorist organizations, organized groups and criminal organizations [3].

Recently objectives defined in the law [3] supplemented with specific tasks, which are caused by «Anti-terrorist operation» carried out by the state in all areas (regions) and the most active in the Donetsk and Lugansk regions, and also attracted by the strength and resources of «Hybrid warfare» which unleashed the Russian Federation.

As a result, the government has identified NGU tasks specified in [3, 4] (Table 1).

The task of the National Guard of Ukraine

| The legal framework | Tasks (feature) |
|---|--|
| Law of Ukraine On the National Guard of Ukraine | <ol style="list-style-type: none"> 1. Protection of Ukraine constitutional order, the integrity of its territory against attempts to change them by force. 2. Protection of public order, safety and protection of life, health, rights, freedoms and legitimate interests of citizens. 3. Participation in ensuring public safety and public order during meetings, marches, demonstrations and other events that endanger the lives and health of citizens. 4. Ensuring the protection of public authorities, listed by the Cabinet of Ministers of Ukraine, participating in activities of public health government bodies and officials. 5. Protection of nuclear facilities, nuclear materials, radioactive waste and other radiation sources state ownership of important state objects, listed by the Cabinet of Ministers of Ukraine. 6. Protection of special cargoes, listed by the Cabinet of Ministers of Ukraine. 7. Protection of diplomatic missions, consular offices of foreign states and international organizations in Ukraine. 8. Protection central database logistical support of the Ministry of Internal Affairs of Ukraine. 9. Participation in activities related to the cessation of armed conflict and other provocations on the state border, as well as measures to prevent mass transfer state border from the territory of neighboring states. 10. Participation in the special operations of neutralization of armed criminals, not stopping activities provided by law paramilitary or armed groups (groups), organized groups and criminal organizations in Ukraine, as well as in activities related to combating terrorism. 11. Participation in stopping riots involving violence against citizens. 12. Participation in the restoration of law and order in case of inter-ethnic and inter-confessional conflicts unlock or prevent illegal action in case of capture important state objects or areas that threatens the safety of citizens and violates the normal activity of state and local governments. 13. Participation in maintaining or establishing law and order in the areas of particularly serious technogenic emergencies or natural disasters (natural disasters, accidents, large fires, use of weapons, pandemics panzooty etc.) that pose a threat to life and health. 14. Participation in the restoration of constitutional order in case of attempts to capture state power or change the constitutional order by violence in the restoration of state authorities, local self-government. 15. Participation in the aftermath of emergencies or crisis situations at the sites that are protected by it. 16. Participation in activities of the legal regime of martial law. 17. The tasks of territorial defense. 18. The defense of critical state facilities and special cargoes, listed by the Cabinet of Ministers of Ukraine, military bases and logistical support of the Ministry of Internal Affairs of Ukraine. |
| Additions to the Law of Ukraine On the National Guard | <ol style="list-style-type: none"> 1. Cover the state border in case of open aggression |

To justify the position statist vision of the role of NGU in modern terms, consider the existing interpretation of the concepts of «anti-terrorist operation» and «hybrid war», then conduct analysis tasks NGU according to [3, 4]. According to the author's work, this approach of comparative analysis will determine the role of NGU in the modern world.

Hybrid War – is not new, but the actual type of war that is not only and not so much guns and tanks, as the forces of political propaganda, terror, disinformation and economic pressure on the enemy [5].

Hybrid War also includes special services of subversive activities in enemy territory. The word «hybrid» in this context means using more immediately leverage pressure on the enemy, including fighting up though important, but only part of this war.

An example of a hybrid war is aggression against the Russian Federation, Ukraine [5]. Officially, Russian Federation this war supposedly it is not, however, finance, arms and even military personnel in the war used Russian. Russian television militaryzku uses propaganda to cover up or vypravduvannya aggression and military equipment and soldiers disguised form forces «militia of Donbass», which is actually a regular part of the Russian army with some local people.

Member of the Upper House of Parliament of the Netherlands, former security adviser to the UN and NATO, Major General Retired Frank van Kappa convinced that confrontation with Russia Ukraine has applied a new method of warfare. [6] Back in 2004 commissioned a study NATO Multiple Futures – attempt to look into the future and get an idea of what you can soon expect to international security. Over the study worked more than eight thousand scientists, the military and politicians not only from NATO member states. The researchers made several findings (and their forecasts for begun to be present). In one scenario, against a weak, divided views in the international community will be possible to return to the policies of the nineteenth century, when the strong (militarily and economically) State will impose its own will of the weaker countries.

In this situation, all branches of power in Ukraine should accumulate all the potential, including the oral mucosa, which is part of NGU.

It is known that anti-terrorist operation (ATO) (eng. Anti Terrorist operation) – a set of coordinated special measures aimed at prevention, prevention and suppression of criminal acts carried out with a terrorist purpose, the release of the hostages, neutralizing terrorists, minimizing the consequences of a terrorist act or other crime, ongoing terrorist purposes.

Following the adoption in 2003 of the Law of Ukraine «On Fighting Terrorism» in the state created the legal framework to combat terrorism. According to the Law of Ukraine «On Fighting Terrorism» at the Antiterrorist Centre (AC) responsible for:

- development of conceptual bases and programs of fight against terrorism;
- the collection, compilation, analysis and assessment of information on the status and trends of terrorism in Ukraine and abroad;
- organizing and conducting anti-terrorist operations and coordinate activities of fighting against terrorism or involved in specific anti-terrorist operations;
- construction of the command-staff exercises and training;
- participation in the development of international agreements of Ukraine and provide suggestions for improving the legislation of Ukraine in the fight against terrorism, the financing of entities combating terrorism, counter-terrorism operations and interventions to prevent, detect and deter terrorist activity;
- interaction with special services and law enforcement agencies of foreign states and international organizations on issues of anti-terrorism.

One of combating terrorism is the Ministry of Interior, which includes NSU, whose objectives are: prevention, detection and suppression of crime; providing AC necessary capabilities; ensure the effective implementation of selected capabilities.

In view of the above definitions and objectives discussed NGU degree of correlation (Fig. 1).

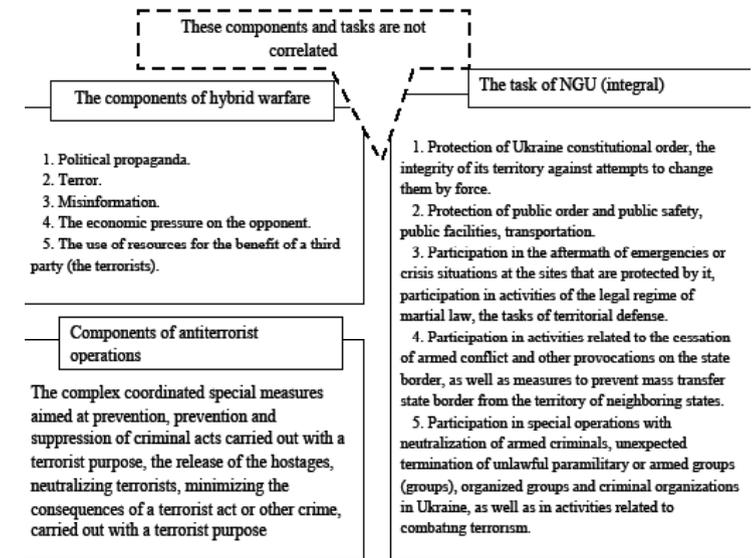


Fig. 1. Elements of comparative analysis are for determination of role of NGU in modern terms

So based on the above, considering the justification statist vision of the role of NGU in modern conditions gives reason to say:

1. Ukraine National Guard is designed to perform tasks within the state.
2. Without revealing opportunities for military units NGU, we can agree that the anti-terrorist operation (ATO) they perform tasks surrounding area ATO.
3. The bodies and departments of NGU are not involved in the overall process of hybrid war (see. Fig. 1): a) fighting political propaganda, terror, disinformation; b) countering the economic pressure on the enemy and neutralize resources used in the interests of a third party.

However, according to the authors, are not fully resolved some key issues related to the performance of tasks NGU in the modern world.

1. It is not the end solved the problem of interaction between regional authorities with FLE composed of agencies and units NGU [7], especially in resonant possible emergencies [8]. Long before the aggression of Russia against Ukraine author drew attention to the need to improve cooperation

between executive authorities of border regions of Ukraine with the mucous membrane in the area of law enforcement [7].

2. Need to review approaches to determine not only the objects that guard units NGU, but also determine the number of necessary force. The author of this work started, as evidenced by some open publications [10-12].

3. It is necessary to improve tactics and departments of NGU when performing tasks in the field of public order [13] as well as the use of plant protection personnel built on new technologies and the application of the principles [14-16]. This is especially relevant in the case of the riots [17, 18, P. 7-40].

4. Doing NGU task of covering the state border in case of open aggression according to the authors, should: a) review the existing system of interaction between regional authorities and regional military command in the defense of regional centers of Ukraine [19] and municipal management authorities organize the defense of settlements [20].

Conclusions and suggestions. According to the authors NGU cope with the tasks

successfully, although there are some problems that need to be addressed at the state level. Directions for further research might

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SUGGESTIONS TOWARD THE MANAGEMENT OF THE QUALITY OF INTERNAL EDUCATION: A TEST ON THE CORRESPONDENCE OF SOCIETY NEED

Introduction

Nowadays the evaluation of the quality of education is both problem and question which is hard to give an answer to. There always was a great importance in the evaluation of the quality of education, especially after the society development during the era of information. It is a driving force of the successful comprehensive development of a country in XXI century. The changes of technology based on the high level of intellectual resources leads to the global geopolitical competition for those resources. It makes a basis of the formation of both economic and political policy. That is the reason why the level of intellectual potential of a country is considered as a factor of political and economic independence. The object of the article is to develop the algorithm for the management of education quality according to the needs of society.

Analysis of the latest researches and published works. The problem of the management of education quality and its reform is constantly important both as separately within one particular institution and in the whole country. Thus, a lot of men of science are interested in the topic. Among them are well-known scientists and managers: Andruschenko V.P., Vacarchuk I.O., Velychko O.G., Gaevska L.A., Goshovska V.A., Grinevych L.M., Gurzhiy A.M., Danilenko L.I., Zagorski V.S., Zyazyun I.A., Kremen V.G., Kurylo V.S., Lugovy V.I., Prokopenko I.F., Protasova N. G., Strikha M.V., Sukhomlinsky O. V., Hobzey P. K. and many others. [1, 2, 19].

In June 1991 there was established the department of National Academy of public administration under the president of Ukraine. It is a place where during the fifteen years more than 150 professional educational administrators were trained and graduated (48 Master's degrees in specialty "State Management" and more than 100 Master's degrees in "Public Administration of Education" in particular). Generally, 21 people defended their Master's thesis in the State Management department and 8 defended their D.'s dissertations. It shows the serious interest of the state in the condition of educational space in Ukraine.

General description

The problem of quality of education in Ukraine is tremendous because the labor market is unstable and the level of motivation for getting engineer specialty is decreasing. There is no state distribution of Professional staff and the budget funding is not sufficient. Besides, a country which is simultaneously reforming both political and economic systems vitally needs the professional specialists who possess up-to-date acquirement as well as reformation approaches. The country stands in need of managers, budgetary establishment employees, and high-class experts in informatics. Therefore, it is being discussed about the correspondence of the level of secondary and high education systems according to the needs of society.

There are higher education establishments in which a system of management

and control of the education quality are already being implemented. The basis of such systems is closely connected with global experience and computer communications. However, putting the system into just one establishment is not an option. Speaking about macro strategy, there is a need in cooperation between the state, society, entrepreneur and business sector for successful problem solution. The analysis of theoretical and practical frameworks of teaching shows the rapid development of E-Learning system with the usage of Internet, electronic libraries, catalogues, methodical multimedia tools and so on. This wide-ranging usage of information and telecommunication technologies in education eventuates in the modernization of full time form of studying as well as in extension of education services [8].

Uppermost, the efficiency of education depends on the comprehension of the term quality. Usually, there are two approaches for the definition. The first one is philosophical (theoretical) which only fixes qualities and properties, without giving any estimation. Therefore, it is unreasonable to ask for estimation or quality evaluation in this case [8, p.123].

In understanding of practical or production operation, there is such a key term as quality of a product or a service (in our case it is education). Here it should be considered as a combination of consumer qualities important for the buyer. Thus, two features of any product or service are distinguished: the availability of specific qualities and examination of its value from the perspective of a consumer.

Thereby, it comes out that "The quality of knowledge of graduates" is a certain level of knowledge as well as intellectual, physical and spiritual development was achieved by graduates according to the curriculum. Currently, the requirements for graduates are defined (evaluation criteria). However, the categories of accordance evaluation of graduates are just being formed. Thusly, quality is a complicated economic and social category which can be disclosed through the certain system of estimation. [7]. That is common to assume that

"quality" is a combination of an object's properties. In other words, it is system of element's quality and subsystems of objects and processes. It becomes clear that the determination of the definition "The quality of education" consists of more than one ways of explanation because of its versatility. That is why we will not make an accent on a quality, but on qualities. We result below is a web of characteristics of the education quality.

– Versatility of the quality (the quality of the final result of education and the quality of education systems which achieve this quality);

– Multilevel (national, regional, sub regional (district), level of the education establishments of communities);

– Multisubjectivity – education quality is assessed by many subjects of the process (students, parents, graduates, employers, academics, independent expert institutions, society and public authorities);

– Multicriteria – used a number of different criteria to assess the quality of education;

– Polychronity – the combination of current tactical and strategic quality education index that is evaluated at different times in different ways;

– Incertitude in evaluations of education quality;

– Invariance – general qualities for graduates each level of education and which are specific only for current graduates or educational systems. It is an irrevocability which holds during any transformation or transition to new conditions. A characteristic feature of the laws of nature is their invariance, the independence of those relations which they express in relation to different types of transformations [15].

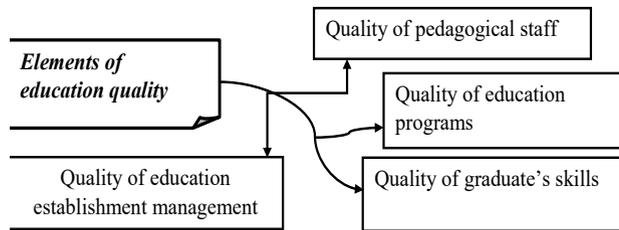
– Variability is a reflection of reality which reverberates in the structure of information environment which causes the creating of countless independent reflections. It disappears only in case when there is only one alternative to choose [18].

All those characteristics of education quality mean its complexity. That is why there is a necessity in all aspect researching of education quality as well as in searching of both objective and subjective compro-

mise. In some countries, the implementation of such approaches is made differently. The fact should be considered during the creation of system projects aimed on education quality management, monitoring and control. In many post-Soviet countries (Ukraine, Belarus, Kazakhstan, Tadjikistan, Russia etc.) the state on behalf of society assumes the functions of such a compromise in determining the qualification structure, content and the quality of education, unlike to European countries and the USA, where the process is executed independently. The basis of these compromises is placed in the national educational legislation and in the structure of state educational standards at all levels of education on demand of ministries being developed by scientific organizations and NGOs [8, p.124-125]. For instance, in

Ukraine the basis of regulation of education is two legal acts: "Education law" [10] and "Higher education law" [9] as well as other regulations: Decree of the President of Ukraine «National Doctrine of Education» [11], State national program "Education" ("Ukraine of XXI century"), regulations and orders of Cabinet [11-14]. It was the time of initiation of secondary school discussion (in accordance with the decision of National Academy of pedagogical sciences of Ukraine dated 23.03.2016).

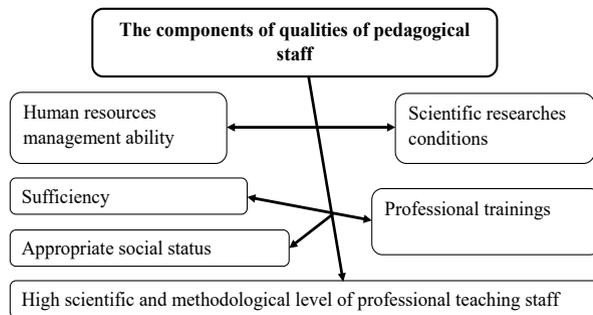
Taking to consideration the multi-structural elements of education quality system, it is possible to distinguish the main ones: the quality of pedagogical staff, the quality of education programs, the quality of graduate's skills, and quality of education establishment management (pict. 1):



Pict. 1. Elements of education quality.

Qualities analysis execution is required. Quality of pedagogical staff is meant as presence of appropriate social status and also as sufficiency of funding, human resources management ability, high scientific and methodological level of professional

teaching staff, continuous teacher professional trainings (including foreign experience) and providing them with the appropriate for scientific researches conditions (picture #2).



Pict. 2. The components of qualities of pedagogical staff

Nowadays, one of the most important problems of education quality management is the quality of curriculums. There are a number of factors that lead to a sharp deterioration in the quality of educational programs such as increasing of the amount of information to learn, obsolete and impractical information, the emergence of new disciplines and fields of scientific knowledge, the need in a multidisciplinary approach, the diversification and regionalization of certain forms and methods of education obtaining, increasing the number of short courses, and desire to achieve greater social recognition and adaptation.

The result of that is non-conformity between the program content and needs of society, which is being constantly developed. Basically, the conservatism of education resists the dynamical processes of society development. Under the factors pressure, the education programs should be changed in following aspects: education task changing, the implementation of new teaching methods, content and structure of programs viewing with taking into account the dynamics and prospects of development of individual industries. The collation of tasks and educational standards is crucial in determining of the basic level of training. This level should be understood not only as a certain accumulation of knowledge, but should be directed at obtaining of certain skills and abilities with its further implementation in analysis and decision making as well as in problem solving [3, 4, 8, p.125-126; 14].

If the quality of educational programs depends on the quality of the tasks, the study, in turn, depends on the quality of teaching methods and on teachers themselves.

For providing the high quality education, students should be involved in education process management (self-government). The usage of Information technologies, especially distance learning, is an excellent way to do that. The educational process has a mutual influence – during its implementation the object and subject of the process are changing and the levels of knowledge and experience are increasing.

The student's knowledge level is connected with evaluation of possible abili-

ties of human as well as with accessibility of education and with transition from one education level to another. Getting of high quality knowledge assumes that students should not be alone with themselves during the education process. It is of great importance that they are received all required social, pedagogical, psychological, and methodological support. It should me made so students who have difficulty could feel the sincere support of institutions in terms of assistance when such a need appears.

It is important to form collective ways of work as a kind of primary students adaptation to future employment especially in the workplace organizations, institutions, and companies. An excellent example of education methodic is Makarenko's methods of education in the team. It is ideology free and used in many developed countries as well as in post-Soviet ones (Japan, Germany, Italy, Hungary, China, Mexico, Russia etc.).

Especially, concerning the relations in the team, it is possible to say that there is specific relationship which reflects not only the unity of goal and activity (working cohesion), but also the unity of related emotions and value judgment (moral unity) [5, 6].

The main content of the last element of quality management is a set of activities, methods and tools aimed at establishing and maintaining the required level of quality.

All things considered, it seems reasonable to assume that education quality management cannot be reduced to only one system elements. There is no universal way of management. Management, including education quality management is object oriented and can only be effective for a specific object in a specific situation [13, 14, 16].

It should be noted that complete formalization of quality criteria and process of education does not seem possible. It is now almost impossible to name the criteria and indicators which determine the results of education quality management. Accordingly, nowadays the country increasingly takes responsibility for control and evaluation of education system efficiency. That is why the formation of education quality management must be built with the unity of different lev-

els of government as well as with optimal combination of centralization and decentralization. It should be based on consideration of laws quality management [8, p.126].

Problems of objectivity, reliability and information in evaluation of the educational system at schools and educational institutions are also relevant.

In the condition of autonomy which is provided to each subject the information support of education quality is of a great importance. Decentralization, school autonomy increasing and empowering of students' right will influence the implementation of their evaluation. In those conditions it is necessary to optimize both internal and external models of student's transcript monitoring. The implementation of external independent evaluation proves of increasing of educational establishments' responsibility for education process efficiency. For the purpose there are national agencies in lots of countries which carry out the control of education quality in the condition of constant education sector changing. The existing systems of education quality are too capital-intensive. They often duplicate their actions and do not fully meet the interests of operational training. Instead of being based on condition analysis and on results of educational process, those systems are based on reporting and control.

The education of Ukraine is being developed in accordance with global trends, but the process is taking place slow due to bureaucracy, bribery and corruption. In recent years all the best was done to speed up the process of education development, especially by using External independent evaluation which can provide with objective information for evaluation the quality of teaching in schools of the country. Also, the educational framework of universities is updating as well as levels of teachers and lecturers. The development of the concept of education quality management in Europe has a profound background. In particular, scientists from Lviv regional institute of public administration under the President of Ukraine headed by V.S.Zahorskym, distinguish the following stages:

1) 1985 - Britain, France and the Nether-

lands for the first time in the world initiated a process of quality assurance in higher education;

2) 1994 - 1998 - a pilot project of the European Union (hereinafter - EU) aims to provide quality education. The result of the project - the adoption of recommendation in higher education providing cooperation by the Council of Ministers of Education of the EU;

3) 1999 (June) - signing the declaration on reforms in higher education by 30 European countries, particularly in matters of quality management in the establishment of the European Higher Education Area;

4) 2000 - creation of the European Network of Quality Agencies (ENQA) representing the supranational level of quality education in Europe;

5) 2000 - signing of the Lisbon program, which initiates the development of a knowledge economy in the European region;

6) 2003 (October) - carrying out of the 32-nd session of the General Conference of the United Nations Educational, Scientific and Cultural Organization (hereinafter - UNESCO), which produced consistent principles for quality assurance of cross-border higher education;

7) 2005 - Meeting of Ministers of Education in Bergen to expand the European Higher Education Area.

In accordance with the recommendations in Europe, the main elements of quality management system for providing educational services in universities are:

- Organizational structure;
- Model of providing of education;
- Documentation of management system of education providing;
- Regulatory and methodological bases;
- Leading role of an institution direction;
- Clearly identified resources for quality management;
- Mechanism of non-stop improvement.

The basis of creation of the system of the education quality management is the international standards ISO 9000: 2000 as well as state standards DSTU ISO 9000-2001, ISO 9001-2001 and ISO ISO 9004-2001 [19]. However, there is still a question of necessity of such thing as a cul-

ture of evaluation and its implementation in all institutions of the country. The culture of evaluation means creating of constantly functioning databases in all regions and institution [16, 17]. Functional and methodological basis such databases should be the following areas: assessment personnel subsystem, normative subsystem evaluation, evaluation of logistical subsystems etc. It is difficult to consider the fact that culture of evaluation should develop covering different categories - from students to high officials.

The teacher will be able to use the assessment for the students selection, diagnostic, feedback, motivation, forecasting learning outcomes etc.

A student can use a diagnostic assessment to identify gaps in knowledge as well as curriculum developers can use it for reviewing of the whole plan. The Education knowledge evaluation should give a distinct system of criteria and methods of practical index assessment which can be used as an excellent source of information about the

condition of a university as well as its rank.

All things considered, it seems reasonable to assume that the proper functioning of education quality management subsystems is a main guarantee of efficiency of education systems aimed on modern standards of European education.

However, we must once again emphasize that the system of education quality management in modern education establishment it is a set of internal and external regulatory documents, the requirements of which depends on the competence and desire of an education staff as well as on its managements, representatives of state and local government.

Successful implementation of modern education quality management systems in local educational institutions is possible under the condition of proper and well-timed legal support as well as under the political will of education managers. It will provide them with an educational competition which will lead to the improvement of education system in general.

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STRATEGIC NARRATIVE AS A METHODOLOGICAL TOOLKIT FOR STRATEGIC COMMUNICATIONS

Introduction

Modern scientific research on strategic communications in public administration defines them as a joint communication activity of all subjects of public administration focused on long-term and remote-time results, which involves coherence, coordination and synchronization of efforts and actions of all stakeholders, the existence of a single center for the development of a strategic goals, meanings, narratives and messages to achieve the stated goals of the state. Strategic communications in public administration are also characterized as systemic communications aimed at establishing trust in the state (public administration bodies), long-term relationships between the state and its internal and external audiences, and also defined as a special principle of public administration that should be implemented on all levels of the formation and implementation of state policy in order to realize the state interests and ensure national security. An important component of strategic communications is the coordination, activation and use of resources and opportunities for public administration, marketing, journalism, sociology, psychology, culture, science, business and advertising. The leading place in this process is coordinated and proper use of words, actions, meanings and symbols, that is, certain information products, to influence the mass consciousness on the behavior of target audiences.

Strategic communications include a plan of action, a developed script, a set of projects that should be implemented through traditional channels and communication tools. Therefore, the main place in the theory of strategic communications is the narrative, or strategic narrative, which is their content core - a convincing storyline that provides systemic communication process and purposeful influence. The main pur-

pose of a certain plot is to explain certain events, situations and phenomena reasoned, with the interpretation of causes and consequences, that is, the formation of their own «picture of the world». Strategic narratives are formed taking into account existing ideas and values in society, that is, they are built up or amplified from the ideas and thoughts that are already circulating among the public and offer an interpretation of the situation, the development of events, formulate responses to existing information requests in accordance with the strategic goal. Another purpose of the strategic narrative is to formulate the ultimate goal, state, and proposals for a way of achieving them by providing the public with understanding and meaning.

It should be noted that the Doctrine of Ukraine's Information Security enshrines the term «strategic narrative», which is defined as a specially prepared text intended for verbal communication in the process of strategic communications aiming at informing the target audience [On the decision of the Council of National ..., 2015]. However, this statement requires additional justification, the disclosure of the functions and effects of strategic narratives in the use process, as well as the main approaches to its construction.

1. Theoretical approaches to understanding the essence of the strategic narrative

In the domestic science, a set of views on the understanding of the essence of strategic narratives have formed, which made it possible to distinguish the narrative theory as a key methodological toolkit for strategic communications. Various interpretations of definitions, the use of the definitions of «strategic narrative», «grand narrative»,

«metanarrative», «narrative», ranging from understanding them as separate text to story and narration, need further clarification. In this context, it should be noted that the analysis of the research of strategic communications problems revealed a methodological feature of the use of this concept by scientists from different countries. So, American experts most often use the term «narrative», and the British - «strategic narrative», although its content is determined to be identical.

The term «narrative» (Latin “narrare” - story and narration) comes from theory and history of literature as a new methodology and the theory of literary work (intertextuality, rhetoric, receptive aesthetics), oriented to artistic discourse as an exceptional mega-system with the author’s reader code, meta-text potential, national-cultural constants [Rymar N., 2014, p. 70]. Narrative, in the first place, is considered as a manner of narration, presentation of facts and events in the author’s work. The object of narratology is the theory of narrative, effective and actual methodology for the study of literary text. The emergence of such a new science as narratology occurred in the late 60’s of the twentieth century, which is associated with a qualitative rethinking of structuralist ideas about art, including literature, which began to enter communicative views on the world. Now in science there is a so-called «narrative turn» that characterizes the penetration of narratology into other disciplines - psychology, history, sociology, theology and the formation of poststructuralist narratology, studying texts with a focus on the context, and research narrative strategies are updated.

In modern narratology there are several key concepts of the narrative: the first (beginning of the XX century - K. Frademan, O. Welzer, F. Stantsel) determines the presence of a mediator-narrator as the main characteristic of narrative text; The second (Ts. Todorov) - focuses directly on the narrative, since the text, called the narrative, is significantly different from the descriptive text, since it has a time structure and contains a change in the situation. Structuralist notion of narrativity in contrast to the definition of it by the German naratologist V. Schmidt, which, in his opinion, is limited

only to the sphere of verbal communication, can be applied to all kinds of art, informational products, except for those that do not have a time structure and do not contain any change in the situation. The minimum condition for a narrative is the presence of at least one change in the state, that is, between the initial and final situations, there should be a time connection, while the presence of causal relationship is not required.

In this context, grand narratives (the great story) are important, whose conceptualization belongs to Liotar J.-P. Actually, it became the basis for the postmodern critique of historical science. Grand narrative is a design, a scheme, a set of concepts, ideas, and symbols. Grand narrative is not a specific text, it is a coordinate system in which historical texts are written, although there are always separate texts in which the grand narrative is revealed in the earliest or most complete. The grand narrative is not only a way of organizing the information available from the past, but also defining what is important in history and what is not - actually, determining the actual component of the historical narrative [Kazakov M., 2015].

Most researchers consistently define the narrative, first, as a representation, and secondly, that the subject of this representation demonstrates a number of properties: temporal and spatial [Papusha I., 2007, p. 31; Janninis F., 2003]. However, such a narrative interpretation cannot be equated with any particular means of representation: one and the same story can be represented by various means inappropriately, given the heterogeneity of representative possibilities of such means - novel, cinema, ballet, painting, etc. Characterizing the narrative, it should be noted that, first and foremost, these are the events that have already happened, that is, history, as well as about such events that have not yet come, but may occur in the future. The role of the auditor, under such conditions, is to interpret the events of the past and to form a vision of the future. An important place here is given to the theory of motivation, which has three main forms:

1. Causal motivation, which binds events in the conditions of the causal-semantic structure.

2. The final motivation that is present when events in the narrative world depend on fate or providence.

3. Compositional motivation, indicating the function of events in the structure of the narrative composition.

Therefore, history, according to Papusha I., is a multi-valued structure, the most important element of which is chronology, casualism, teleology and intensity. The prototype - «someone tells others about what has happened» - contains the components that relate to the relationship between a narrative act (discourse) and history and simulates a communicative situation [Papusha I., 2007, p. 31]. History is an effective way of organizing things in the minds of a person by placing facts within a wide range of topics, disciplines, and aspects [Heijden van der K., 2005, p. 134]. That is, the toolkit for structuring the reality, for making it in order and ordering, which correspond to the usual notions of order. In our opinion, the most explicit approach to the narrative is proposed by Stevenson W. and Greenberg D, who interpret it as an analytical construct used to merge a group of events into a single story [Stevenson W., 2003, p. 127]. There is another definition of narratives, for example, Wilson D. connects it with the genes, given the similarity of their functioning [Wilson DS, 2005], noting that both genes transmit information through generations with a high probability, and the narratives have similar properties.

More generalized approaches to the definition of a narrative are given by Lipkan V. and Popova T., which define it as an outline of interrelated events, submitted through a certain sequence of verbal descriptions or images, linear methods of transmitting facts. Another characteristic of the narratives is that the authors indicate an act and an object that has a certain value, which can be modified in terms of the will, duty, knowledge, power, from which the narrative arises or which it implies, and which can be negative and positive depending on the circumstances in which the narrative arises, as well as the participants involved in it [Lipkan V., Popova T., 2016, p. 241]. It is worth noting that in strategic communications the narrative has a broad interpretation and is studied within the framework of

a new theory of informational narratology. Narratives are sometimes used to interpret the actions of the other party as a deliberate lie intended to conceal genuine intentions.

Information essence of narratology in the information space is necessary for the substantiation of information messages. In this context, it is worth discovering the nature of information narratology, which is defined as the branch of narratology, a specific method of strategic communications, studying narrative texts in the information space and their influence on human consciousness, explores the origin, nature, form and functioning of narratives, the specific features inherent in narratives in the information sphere, as well as the criteria that distinguish the narratives (in the blogosphere and the media sphere), and the system of rules to which the narratives are created, are revealed and function [Lipkan V., Popova T., 2016, p. 150]. It is worth noting that, in contrast to studies where the specific meaning of the text is studied, the subject of informational narratology is the fundamental principles of the narrative, which determine its ability to possess knowledge and influence the consciousness of a person.

Informational narratology is based on three main approaches:

- from the position of the process performed by the narrator;
- from the position of the object, that is, the events that are being discussed;
- from the synthetic position that combines the previous two, namely the audience and events.

In the context of informational narratology, the following is investigated:

- Practices of composition and representation of the text in various elements of strategic communications. For example, the narrative for the same event in various social networks Twitter, Facebook, Instagram, other social media for various target audiences (internal, external, opponents, rivals, etc.) in the field of public diplomacy, public relations, internal communications in the media will be different. That is, for each component of strategic communications, a system of narratives is formed:

- Ways by which different types of power achieve their own legitimacy by using the appropriate narrative.

– Memory and understanding, that is, narratives are aimed at clarifying, interpreting certain events or situations from the standpoint of the speaker.

– Conditional statements to justify the informational nature of messages in the information space.

Another important component of the narratives' characterization is their specificity in the virtual world, which provoked the study of virtual narratives by Samoilov E. and Shaiev Yu, who, drawing attention to the defabulation of the modern narrative, noted that virtual reality is a special virtual narrative that can have a linear and nonlinear character. Modern virtual reality is mostly non-linear; along with the defabulation of virtual reality, the process of defabulation is getting spread, which leads to the absence of the plot in the virtual reality [Samoylova E., 2015, p. 2035].

Actually, these approaches were the basis for the definitions of strategic narratives that occupy a leading place in strategic communications. Thus, according to Gorbunin V.P., the strategic narrative is defined as a meta-narrative – all activities of strategic communications are aimed at approving meta-narratives in target audiences [Gorbunin V., 2016, p. 6]. Dubov D. defines a strategic narrative as an axial content element of all information activity of the state and its affirmation in target audiences (internal and external) and directs the activity of all communication capabilities of the state [Dubov D., 2016]. Ozhevan M. characterizes strategic narratives from the point of view of political science and defines them as a means to which political actors resort to construct the sense and meanings of «great politics» - both internal and external, both state, and corporate, social, etc. [Ozhevan M., 2016, p. 30]. The French postmodernist philosopher Lacan J. defined a strategic narrative with the variation of the «grand narrative» that exists as an integral idea along with the «small narrative». Soloviev S. equates strategic narratives to meta-narratives and defines them as a set of coordinated communicative actions that unite, coordinate the effects of all components of strategic communications and are accessible to target audiences [Public Administration, 2018, p. 171]. In his opinion, they are formed by the

state and reflect the national values in the form of development strategies, legislative acts, speeches of senior public officials, as well as works of science, art and culture.

In modern science there are various approaches to the essence of strategic narratives, which are defined as: the basic structure, which establishes the initial situation or order, the problem that destroys this order and the decision that should restore the order; a communicative component that allows the public to understand where it is and where it should go; reasons and desirable results of the conflict in terms that are relevant to the relevant publics [Dubov D., 2016; Ozhevan M., 2016; Barovska A., Koval I., 2016]. That is, it is all about the effective explanation of its «history» for certain target audiences.

Thus, in the general sense, a strategic narrative is a macro story and a basis for ideology. The clear connection of the strategic narrative with the ideology is that ideology is manifested in the stories of the world, in a certain system of explanation of this world, causal relationships of the world. Therefore, we can assume that the strategic narrative is a kind of instrument of ideology, where the purpose of the first and the second is in a certain subjectification, the formation of the so-called picture of the world - a mental idea of the things' state. Thus, the use of strategic narrative is possible in all spheres of vital activity of a society, where the state considers it appropriate to achieve a certain common understanding of processes, attitude to situations or events.

2. Strategic narratives and ideology in the context of the formation of a «picture of the world»

Narratives have a close connection with ideology in the process of a certain subjectification of the world and the formation of a mental national conception of the world, history and future. The main value of strategic narratives is their ability to disseminate basic ideas in a relatively unconstrained manner, to organize, correct, and construct the behavior of actors based on devotion to certain integral systems that form the basis of the narrative and ideology. That is, strategic narratives are the tools by which states, corporations, non-state structures, etc. artic-

ulate their interests, values and aspirations.

Narratives of strategic order in public administration play a leading role in «imposing» on society a formally approved set of norms, rules and patterns of behavior that has a close connection with national ideology. State ideology is an integral systematized set of ideas, values and representations that form the basis for the consensus of the society formation on the association of separate groups of the population, the basis for understanding and assessing the attitude of people to reality and state, the principles of defining the goals of socio-cultural state development at a particular historical stage [Public Administration, 2018, p. 54]. Ideologies are given a leading place in state formation, because in this process it is defined as a set of theoretical-substantiated ideas, principles, norms, attitudes, ideals, and goals perceived by all citizens of the country. After all, ideology is defined as a set of philosophical, political, legal, moral, religious, artistic views that characterize one or another society, class, party [Great Explanatory Dictionary ..., 2007, p. 488]. It ideology serves as the connecting link that contributes to the consolidation of the nation, socio-economic and cultural development. In the context of our study, another important aspect is the definition of ideology in state formation processes - a set of ideas, images, a system of views shared by a society or a greater part of it in relation to association around a common goal aimed at strengthening sovereignty and economic independence, security, territorial the integrity of the country, etc. [Public Administration, 2018, p. 54]. The main task of ideology is to explain how these or other phenomena have become as they are; determine the directions of development of these phenomena (guidance for action) and promote the achievement of certain strategic guidelines.

Characterizing the ideology by external features, Muzychenko defined it as.

– a set or system of ideas circulating in a society, a phenomenon of social life, a mental construct that is born of consciousness (individual, group, national, etc.);

– intellectual product, produced by idocracy, «materialized» in political programs, in the pages of scientific, journalistic works, in the media, in speech rhetoric, etc.;

– a social integrator and coordinator in the centrifugal consciousness of individual social groups. Since a state acts as an integrator and coordinator of social life, ideology is the coordinator and integrator of conscious and ideological fields that interact and interdepend with the needs, interests and values of human life [Muzychenko G., 2012, p. 50].

The social ideological field is a complex system, the structural elements of which are in a certain hierarchy and interaction. It is an environment where, under the influence of mass consciousness and public opinion, there is a social ideology, a field of social psyche. In turn, social ideology is a multi-level entity that intersects with the ideological field of global civilization values. That is, state ideology should be based on national values, which determine the objects, phenomena and their properties that satisfy the needs of the individual, society and the state in the safe existence and progressive development [Horbulin V.P., Kachynskii A.B., 2005, p. 18]. National values are conceptual, ideological foundations, consolidating factors, important life benchmarks in the process of effective social development.

According to Horbulin V. and Kachynskii A., the existence of the state and the nation should be considered through the prism of its value core, which consolidates the society: national security, spiritual heritage, welfare, the system of international relations, patriotism and social justice [Horbulin V.P., Kachynskii A.B., 2005, p. 107]. Gai-Nyzhnyk P. added the mentioned list with such values as: morality, religiosity, interrelationship, peacefulness, benevolence, hard work, family, etc. [Gai-Nyzhnyk P., Chupriy L., 2014]. The author also defined the core of the dominant values of the Ukrainian people, including: patriotism, human rights and freedoms, social justice, material and spiritual heritage of the Ukrainian people, national security, natural resources, constitutional order.

The ideology is based on national interests and values that form national goals, whose essential characteristics are determined by the dynamics and contradictions in the development of the environment of the existence of society and the state. Na-

tional goals are the specific key tasks that the state poses for itself, which are peculiar guides to the development of society to build a model of a better state of every person, society, and state. It is worth noting that ideology is formed in different ways, which are determined by the political regime of the country, in fact, from which depends the tools and technologies that are used to achieve strategic goals, mechanisms of influence on society, etc. That is, a democratic and totalitarian political regime uses various information and communication technologies and mechanisms. A totalitarian state achieves the realization of its ideology through mechanisms of state pressure, fear and violence. The ideology of a democratic state takes into account the multilevel multi-component relations between society and the state and is realized through social and state mechanisms of establishing consensus, reconciliation and agreement [Karlova V., 2013, p. 20].

According to the foregoing, we can determine that the most important methodological tools are strategic communications as a peculiar principle of public administration based on virtuous beliefs, reality and communicative actions, and propaganda as a form of communicating a tendentious or deceptive character aimed at influencing thoughts, emotions, attitudes or behaviors that are not-for-profit groups (direct or indirect). It should be noted that the differences remain between the strategic communications and propaganda, as they have a certain commonality of the results and the purpose - to influence the audience, that is society, and use almost identical tools and components (mechanisms of public diplomacy, information, psychological operations). The essential difference is the content and form of the information used to influence.

The practical realization of ideology is carried out with the help of grand narratives as an indispensable attribute of the formation of a large-scale national history. Dubov D. defines the grand narrative, which is confirmed by methods of strategic communications, - a positivist component of the system of strategic communications, aimed at forming national unity, identifying clear national goals, uniting the population, pro-

viding him with understandable interpretations of events (explanation of reality). With some simplification, it may be noted that the «grand narrative» within the framework of strategic communications is meta-history, aimed primarily (but not exclusively) at the internal audience [Dubov D., 2016, p.16]. In contrast, according to the author, small narratives are those instruments that must be deconstructed by grand narratives.

That is, the grand narrative is a history of a global, conceptual nature that has a close connection with ideology and aims at achieving the strategic goals as far in the distance as possible, while small narratives are aimed at achieving specific goals within certain time limits. Small narratives can also be used to deconstruct hostile concepts.

Narratives, as an instrument of ideology, are aimed at forming a picture of the world, that is, the mental image of the world, its intellectual copy, which is formed according to the laws of the activity of human consciousness; has different forms of existence, depending on the needs of the knowledge of reality [Lipkan V., Popova T., 2016, p. 188]. The image of the world as a global image is formed in the process of contacting man with the environment and other members of society, is objectified in language, art, music, rituals, and various socio-cultural stereotypes of behavior. Conceptual picture of the world is defined as a system of concepts (special units of mentality) as significant psychological coordinates, which define the boundaries of collective national consciousness, the concept of the nation. The highest mental representations are the value picture of the world as a complex of the most important for the nation and personality appraisal judgments, which correlate with the legal, religious, moral codes, generally accepted judgments and ideas of a certain socio-cultural community. The main factors that form the integrity of the concept of the nation can be attributed to national values, that is, axiological landmarks that determine the priorities of the spiritual life of the people.

Thus, we can generalize that the main purpose of strategic narratives is to create meaning, that is, to form the habit of thinking in certain categories. They are tools

for substantiating personal and social interests rooted in cognitive psycholinguistic structures, and they perform integral sense-forming functions in everyday mass consciousness. On the whole, we can define narratives as a humanization mechanism for the implementation of ideology, which will promote its openness, continuous improvement and development, taking into account the peculiarities of individual and group interests.

3. Structure and approaches to constructing a strategic narrative

To determine the methodological basis of strategic narratives, the substantiation of the structure and approaches to the algorithm of its construction is important. First, we note that the use of strategic narratives is a guided process that should be carried out by actors of strategic communications in order to achieve defined ideological goals in the form of grand narratives or meta-narratives and specific goals in the form of small narratives, masses, and the like.

Ozhevan M. characterizing the essence of narratives, notes that, regardless of belonging to a certain culture, humanity assimilates the meanings and significance of this culture and makes sense formation in the form of assimilation of various narratives, stories of various narrates [Ozhevan M., 2016, p. 32]. A significant number of these stories have become myths and the basis of a large number of religions, ideologies and related folk beliefs and, accordingly, metanarratives, dominant narratives, and grand narratives. According to Olcott A., the special positioning of metanarratives (grand narratives), in relation to which all other narratives are derivative sub-narratives, is due to the fact that they are central elements of a «global or totalitarian cultural narrative scheme capable of directing and explaining knowledge or experience [Olcott A., 2011]. Thus, we can clarify that the essence of the differences between different types of narratives is their particular function, which they play in the implementation of national ideology and their place in the so-called narrative scheme. That is, for meta-narratives (grand narratives) that are the most static and are defined as a strategic

goal of the development of a country, a society, a nation, are used for global, conceptual explanation of ideology.

Strategic narratives are tactical levels, which are primarily intended to explain ways to achieve a global goal, to interpret different situations through certain ideological meanings. Narratives are operational-level tools whose purpose is to explain certain situations of a modern (everyday) level, to interpret events and situations that occur every day in a society. For narratives of all levels, a certain structure, a narrative structure, which has several approaches, is peculiar. However, for all of them, in comparison with other types of narrative test, there is a common feature - they do not elaborate the exact course of events and facts with chronological precision. Their main purpose is to simplify the understanding of the real picture, which gives them the properties of an exciting, accessible to understanding the relevant target audience of the story.

When constructing a narrative, its clarity is relevant to the target audience. It was in this connection that Barovska A. and Koval I. proposed the concept of «understandable language» [Barovskaya A., Koval I., 2016, p. 49], the essence of which is reduced to three dimensions of «intelligibility»: how to find (ask) what is written (voiced), how to use what has been found, heard. According to the authors, the communication of clear communication, which is enforced by observing the rules of «understandable language», is especially important for the breakthrough in the break-even moments, when the further development is substantially determined by the same vision of the goal.

The task of creating conditions for an adequate perception of the problems of the public and formulating a goal and a perspective that will be understood by the society impose special requirements for communicating the authorities. Narratives, as social structures, consolidate their meanings with objects and combine them with reality and understanding [Terebkov A., 2011, p. 83], as well as identify perceptions and attitudes, create expectations, interests, and form behavior.

Thus, any structure implies a certain sequence of actions, which, in their unity, form opportunities for solving a particular research problem - an algorithm. The purpose of constructing such an algorithm is ambivalent, since, on the one hand, it allows the formation of a narrative depending on the scope of its application, target audiences, the purpose of the narration process, etc., and, on the other, to identify the functions of certain statements / publications / messages, to carry out an analysis of the convictions of the auditor, clearly setting its goal. There are several approaches to constructing a narrative.

According to Leibova U., the most convincing model of the narrative used by the narrator is the formulation of the answers to the following questions:

1. Abstract. How did all this happen and from what did it all begin?
2. Orientation. Who / what was involved in it, when and where?
3. Climax (Complicating Action). What happened?
4. Resolution. What then, after all, is over?
5. Evaluation. How to treat this?
6. Final (Coda). What does all this mean? [Labov W., 1972].

Ochs E. and Capps L. consider the structure of the narrative through the disclosure of the following points: situation - information about time, location; an unexpected event - something unpredictable or problematic; psychological / physical reactions - changes in emotional or psychological state; unplanned actions - non-targeted actions and behavior; attempt - behavior that initiates an attempt to solve a problem situation; consequences - the consequences of a psychological or physiological response [Ochs, E., Capps, L., 2001; Benwell, B., Stokoe, E., 2006].

Zhenett Zh. proposed such a narrative structure, in which he singled out:

- 1) direct narrative, oral or written discourse;
- 2) the story itself, the sequence of real or fictional events that make up the object of discourse;
- 3) a narrative - the very event of a story, a story, a narrative act as such, a procedure for generating a narrative [Zhenett, Zh.,

1998, p. 284].

Thus, summing up the aforementioned approaches to constructing a narrative and its structure, we can consider a narrative in four aspects: as a process (narration), from the position of the object (the recipient of the narration, the recipient), from the position of the subject (the narrator) and as a synthetic narrative:

1. Narratives as a process (narration) assumes that the storytelling (narration, information) refers to one of the chosen strategic goals, topics, problems and looks like organically linked chains of one system, in which there are no logical differences between the causes and consequences and the contradictions between the delivered tasks and results obtained. Under such conditions, the very form, the construction algorithm, and not the content, comes out to the foreground.

2. Narratives from the position of the object (the destination of the narration, the recipient) has the following characteristics: before the publication of any information, the target audience is initially studied, that is, there is the targeting of objects of influence: the social value, intellectual and spiritual dimension, the ability to master that or other information. Under such conditions, the structure of the algorithm no longer depends on the reader, but is based on the position of perception of its appropriate target audience with a possible assessment of its impact on its perception, understanding.

3. Narratives from the standpoint of the subject (the narrator) - is mediated directly by the narrator himself, the subject of the communication process. Under such conditions, the emphasis is made directly on the form of a speaker-narrator, who may be an official, head of an institution, organization, authority, etc., who must operate the appropriate terminology, theories and other methodological tools, which will further emphasize his image, determine the course of opinions and received results.

This should be reflected through the application:

- scientific and professional methodology and terminology;
- deprivation of domination of a primitive style of presentation;

- avoidance of plain words and material mistakes;

- strategic thinking and illustration of strategic forecasting of certain social phenomena;

- a clear demonstration of the power of wisdom, thinking, the benefits of analytical and intellectual methods of management over primitives;

- emotional immersion of the recipients of information in the problem - the basis of the narrative, the formation of a relevant attitude to the situation, etc. ;

- spreading credit of trust to recipients of information by turning them into experts, professionals;

- expansion of the range of semantic constructions.

4. The syntactic narrative is most influential, since it is based on the modeling of the hierarchical dynamic and adaptive structure of previous narratives. It is the most adequate, since within it the form is built and both meaning and sense are formed.

Thus, in view of the above, the peculiarities of the formation of the person of the narrator, the narration process, the narration recipient and the structural connections forming the general narrative system are important in the process of formation of the strategic narrative. By combining these requirements, we can formulate an algorithm for constructing a narrative:

- characteristic of narrative elements;
- definition of the principles underlying the creation of narratives;

- definition of the purpose of the narrative and the intended effect / influence on the recipient;

- studying your own narrative code;
- clarification of the key message, that is, what exactly forms and constitutes a specific text;

- identification of the initial and final points of the narrative;

- study of cause-effect relationship between constituent elements;

- representation of the narrative as a certain number of sequences, combined through combination, alternation or inclusion of each other;

- definition of the narration, the narrator and the destination of the narration;

- application of the narrative as a structure and process of structuring, object and

activity, product and process of its production;

- establishing the dynamic characteristics of the narrative transformation, depending on the limits of the narrative discourse;

- the ability of a narrative to decrypt temporality, chronotope.

These measures, components of the algorithm for constructing a narrative, in our opinion, will facilitate the successful choice by the subject of the narrative formation of the thematic boundary, the formation of the narrative strategy and the identification of numerous conventions involved in the narrative.

Summary

The essence of narratives in the context of strategic communications in public administration is to understand them as: the basic constructions that establish the initial situation or order, the problem that destroys this order and the decision to restore order; a communicative component that allows the public to understand where it is and where it should move; reasons and desirable conflict results in terms that are understandable to the relevant audience.

Strategic narratives, as macro-narrative of a strategic level, have a close connection with ideology and are manifested in the stories of the world, in a certain system of explanation of this world, causal relationships of the world. This is a kind of ideology instrument, the purpose of which is in a certain subjectification, the formation of the so-called picture of the world - a mental idea of the state of things. The main purpose of strategic narratives is to substantiate the personal and social interests rooted in cognitive psycholinguistic structures, in the implementation of integral sense-forming functions in everyday mass consciousness.

Narrative strategies should be built on the basis of four spaces: as a process, (narration), from the position of the object (recipient of the narration, the recipient), from the position of the subject (the narrator) and as a synthetic narrative. Each of these spaces has its own speech indicating means, therefore, it is expedient to create such conditions for the effectiveness of the narrative process, in which as many as possible of the constituent elements, processes and connections of these spaces intersect each other.

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STATE REGULATION OF HOUSING INFRASTRUCTURE: PROBLEMS OF EFFICIENCY

Introduction

Production and economic operations of a country or region is possible if supporting industries and auxiliary services are available. In the economy, these auxiliary services are related to infrastructure. Infrastructure is a set of industries and economic operators, that serve the process of production of material goods and their supply to the consumer. The infrastructure in general includes a complex of industries that serve the production - roads, canals, reservoirs, ports, bridges, airfields, warehouses, energy sector, transport, communications, water supply and sewerage, education, science, healthcare, etc. Construction support is the most important element of social production. It plays a crucial role in improving the quality of life, creating a favorable production climate, and expanded reproduction in the field of material manufacturing. The state of construction market is largely affected by the production infrastructure.

In modern conditions of instable development of the national economic system, a significant obstacle for the development of infrastructure in construction is the lack of an effective mechanism for it governmental support. Governmental support for the infrastructure development in construction in the country's regions should be part of the overall system of the economic development governmental regulation. Moreover, the infrastructural support in construction should be constantly attended by the state, because the infrastructure in construction is not attractive enough to private investors.

Analysis of recent research.

A significant contribution to solving infrastructure problems in construction was made by O.V. Vasylyev [1], O.S.

Skybinskyi, O.Yu. Hrygoryev, O.O. Pshyk [5], N.V. Seriohina [6] et al. However, it is necessary to analyze in more detail and define the organizational and sectoral and functional aspects of infrastructure support in construction.

Objective of the article.

The article's objective is to define the organizational, sectoral and functional aspects of the infrastructure support in construction.

General description

On the one hand, the construction infrastructure can be seen as a system built on a principle of territorial location of productive forces and on the other hand, as a set of activities that performs a function without a territorial binding. In our opinion, these two approaches are valid for the construction infrastructure as well (Fig. 1).

In organizational and sectoral terms, the core of the construction production infrastructure is the material and technical supply and sale, wholesale, procurement and storage system, and all transport and communication modes. In addition, it includes a network of communication lines (railways and roads, oil and gas pipelines, inland waterways, etc.), various types of mains and communications, irrigation and reclamation works, transmission systems of all energy types (electricity, heat, steam), water and gas supply, information transmission and storage systems.

However, as noted above, the productive and infrastructural spheres of activities are now closely

intertwined. In this regard, the boundaries of the service activities of the construction production infrastructure in organizational and sectoral sense do not cover complex processes and phenomena

of real economic operations in the course of expanded reproduction, which is the main disadvantage of the organizational and sectoral concept of the production infrastructure.

As a rule, in a real reproduction scheme there are no strict boundaries between its phases: infrastructure elements penetrate into production and vice versa, individual production functions are represented in the infrastructure. This trend is due to the dynamic development and qualitative changes in social production. Thus, such an approach to the structure of production infrastructure implies the "interpenetration effect," is performed within the framework of classical infrastructural types of economic operations [8].

According to the functional purpose, the construction production infrastructure can be divided into three parts. The first is formation and provision of general conditions of production; the second is provision of functioning conditions of the technological process of production directly. The second group includes material and technical supply, mechanical repair workshops, transport, communications, water, heat, electricity and gas supply. The third group includes ensuring the sale of finished products. The first and third groups are represented by warehousing, wholesale, business services, information support, etc.

Thus, a clear distinction needs to be made between understanding the structure of construction infrastructure in the organizational and sectoral aspect as a set of economically separated servicing entities that have emerged as a result of specialization and deepening of the social division of labor, and its understanding in the functional aspect as a set of servicing economic activities (operations) required for a regular functioning of material production.

The main function of the production infrastructure of construction is to provide material and information services, creating the necessary conditions that ensure the continuity of circulation of all forms and parts of the aggregate social product from the stage of production to consumption,

thereby contributing to effective functioning and development of material production.

The construction infrastructure consists of the organizational and sectoral aspect and functional aspect. The organizational and sectoral aspect includes the facility, material and technical supplies, transport and logistics, communications, client's service organization, design, services accompanying the construction (geodesic, environmental, construction inspection, etc.), mediation services of real estate purchase and sale, insurance, finance, consultancy, and institutes. The functional aspect is made up of services, general conditions, provision of functioning conditions for the technological process of manufacturing, and ensuring sale of finished products.

In addition, to perform service operations at all stages of public production, a material basis of infrastructure is required. Thus, the production, distribution, exchange and consumption of goods (services) is impossible without appropriate infrastructure facilities: roads and railways, sea and air transport, telephone, telecommunication and computer networks, postal and satellite communication, electricity, gas and water supply.

It should be noted that the production infrastructure does not simply perform the function of ensuring continuous turnover of all forms and parts of the total social product. The work of employees in transport, communication, and logistics enterprises is productive and creates new value. This cost is included in the total cost of goods (works, services) created by enterprises in the field of material production. This means that the production infrastructure does not add anything to products (works, services) and does not create any new natural form of goods (works, services), but increases their prime cost.

Thus, the basic defining feature of infrastructural activities is that the infrastructure elements create necessary conditions to make the goods (do the works, render the services), thereby increasing their cost without adding anything in the material aspect.

The following definition of infrastructure in construction is offered - it is an organized complex of relations of socio-economic and organizational nature, which establishes and maintains conditions for functioning, development and increasing effectiveness of the construction process and its infrastructure, at the same time increasing the prime cost of goods produced (works performed, services provided), but not creating additional cost.

Material and technical base (MTB) of construction is a set of productions that supply the construction with materials, structures, parts, building plant and equipment, which provide maintenance of construction machinery and transport. In the organizational sense, the construction MTB is divided into intersectoral and sectoral part. The intersectoral part includes logistics (metallurgy, chemical and petrochemical industry, forestry, pulp and paper, coal industry, etc.). The basis of the MTB's industry part is the construction materials industry that manufactures almost all construction materials, devices for sanitary equipment of buildings, non-metallic materials, prefabricated reinforced-concrete structures, metal structures, etc.

Management of any economic activity begins with planning, which in its turn envisages analysis of the existing situation and determination of initial data. In order to achieve the planned growth, dynamics performance of key indicators is established and subsequently their planned values are compared with the actual ones. In our opinion, such approach can also be applied to infrastructure management. So, to determine the planned effectiveness of the investment and construction project, it takes to define the infrastructural provision of the construction facility and district (city) where the works will be performed. Yet, when planning the infrastructure, it is unacceptable to approach its elements as isolated links. Implementing a plan, e.g. in the field of transport, does not always mean effective communication, logistics, and product circulation system in general. Therefore, to determine correct planned values, one needs to have appropriate

infrastructure evaluation methods both in a complex and its individual components.

The construction infrastructure is a complex system consisting of many subsystems. To evaluate it as a single complex, one needs a system of indicators that characterize the state of fixed assets of enterprises and organizations, as well as elements of the servicing system (transport, communications, logistics); service sphere; human resources; regulatory framework.

We shall understand the infrastructure availability as a degree the object (enterprise, organization, region, population) is supplied by all three groups of infrastructure elements (material, operational, market). Availability is regularly measured in specific indicators, yet infrastructural provision cannot be expressed in this way because infrastructure characteristics have their own dimensions. The problem of choosing the infrastructure indicators (methods), whether at regional or local level, is the multifaceted and multidimensional nature of infrastructure and a need for its comprehensive evaluation. Such an indicator (method) must, on the one hand, take into account differences in the degree of resource provision, aggregate indicators of different types of economic operations, and on the other hand, give an opportunity to compare the objects of research by their infrastructure availability.

Infrastructure evaluation indicators can be [1,3]:

- by cost;
- expressed in natural units;
- expressed in labor input.

Natural indicators characterizing the development level of material and technical base of the infrastructure do not allow to fully reflect a degree of its development because in this case it is impossible to obtain generalizing characteristics of using the accumulated production capacity. Using the cost indicators to characterize the role and location of infrastructure is also quite limited due to availability of a settled system of tariffs for transport, communication, logistics, trade services, which do not necessarily reflect the real cost of infrastructure services.

The existing approaches to economic

evaluation of the infrastructure complex and its individual elements can be divided into the following three groups [2]:

- integrated evaluation methods based on comparing the regional indicators with referential ones;

- statistical and mathematical methods to assess the functioning of individual infrastructure elements;

- correlation and regression methods based on calculation of coefficients of pair linear regressions, correlations to determine the nature and strength of the relationship between the selected infrastructure characteristics and the resulting indicator.

It should be noted that the main disadvantage of statistical-mathematical and integrated methods is that they assess the state of the infrastructure only in terms of quantitative characteristics, while such an important assessment component as the quality of the infrastructure is not taken into account. This approach is appropriate only for superficial evaluation, identification of general patterns and imbalances in infrastructure development. It is possible to eliminate this shortcoming when using integrated assessment indicators. When using them, in addition to the quantitative characteristics of infrastructure evaluation (area, population, number of warehouses,

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length of transport communications, volume of goods and services sold) the analysis should also include indicators that characterize the infrastructure quality. So, for example, when analyzing the production infrastructure of construction, it is necessary to review not only indicators of length of transport communications, but also such indicators as «density of hard-paved roads," "age structure of the motor vehicle fleet," "level of cargo transportation profitability," etc.

Summary

Thus, in this context, the formation of pedagogically and psychologically important qualities is one of the most important issues that should be given special attention in the process of forming the psychological and pedagogical competence of future border guard officers in the process of studying them in military and special-military disciplines,

Therefore, in the context of further directions of work, it is necessary to develop a set of measures that will contribute to the formation of the pedagogically and psychologically important qualities of future border guard officers, and, as a consequence, will form the psychological and pedagogical competence of specialists of the border authority.

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STATE INFORMATION POLICY: SECURITY FACTORS OF THE INFORMATION SOCIETY ERA

Introduction

In modern terms the information security of society as a whole and its structural parts is a very relevant issue. This is due to the fact that the issue of information and especially information especially related to issues of national security gained special significance.

Given the current stage of the information society, the slogan of American managers nominated in the 70's, «Who owns the information, he owns the world» is extremely important. The current stage of social development characterized by the increasing role of information sphere, which is an important factor in social life largely, determines the prospects for successful implementation of socio-political and political-administrative transformation of Ukrainian society. This is due to the following main factors: - the intensive development of information infrastructure and, above all, information and telecommunication systems, facilities and communication systems, integration into the world information space and computerization of virtually all aspects of social life, activities of state and government, who significantly strengthened the dependence of the effective functioning of society and the state information on the state sector; - industry of informatization, telecommunications and communications.

In content, information security is an integral part of national security. The structure of the National Security Information security has a special place. It is caused by

the fact that all kinds of security can not be realized without providing of information. The value of information can be positive or negative. This is explained that information is a universal tool for human progress, the global and the most scarce resource of modern society, one of the basic human and national and state values.

Information resources and processes are the root cause of many social cataclysms. It became apparent that the violations of information laws of the universe could be fatal for the existence of humanity itself.

State of scientific development problems. General questions regarding the genesis of the information society are analyzed in the writings of Jean Gonay, Tatyana Voronina, William Dayzarda, Ralf Dahrendorf, Vladislav Inozemtsev, Manuel Castells, Alexander Laktionova, Karl Popper and others.

Communication problems in management explore some Ukrainian scientists, such as V. Dzyundzyuk, A. Kryukov, A. Cool, V. Martynenko, A. Radchenko, S. Lutsenko, A.Serenek et al. The issue of state regulation of telecommunications and their use in government activities are discussed in the writings of such experts as A. Golobutsky, G. Golovko S. Zuev, N. Kornilov, Yu Mashkarov, A. Melnyk, O. Mostovenko, V. Steklov, S. Tatarchuk, P. Shpig A. Yakovets and others.

However, these and other scientific papers devoted mostly or purely theoretical

problems concerning the development of the information society, legal regulation of information sphere by the state or only the technical aspects of information technology. At the same time the problem of information security in conditions of information society is not developed implementation with the need to transition to modern management principles, which updates the research topic, defines its goals and objectives.

The purpose of the study. The aim of article is a theoretical study and development of practical measures to implement effective public information security policy in the information society.

General description

In modern terms the information is without exaggeration one of the key resources of civilization. The information in today's world actively affects all spheres of life of individual societies and states and the world community. However, as experience has shown, the information can be used not only good, but also to the detriment of the individual, society and state.

Development and dissemination of information and communication technologies, their penetration in almost all spheres of life, on the one side, is an important factor of global integration, social development and economic growth. On the other side, being the strongest catalyst for information exchange, these technologies carry as many as overt and hidden threats.

Attention is drawn to the fact that in the last few years not actively conducting research socio - political aspects of information security. In our opinion, this fact reflects the slowdown of the reform progress of Ukrainian society, and in many areas and stagnation of these processes.

The meaning of concepts of «information security» as the scientific literature and in normative public documents is not clearly interpreted. In our opinion, it is today the result of the integration of content concepts of «national security» and «security information». In the law, the term «information security» is usually used in a narrow - Tech-

nology - sense, as is customary, for example, in English literature.

Information security is means the security of the information and supporting infrastructure from accidental or deliberate impacts of natural or synthetic nature which may cause damage to the subjects of information relations, including owners and users of information and supporting infrastructure.

Information security is a complex of measures aimed at ensuring information security. In our opinion, adequate from a methodological point of view approach to information security begins with identifying the subjects of information relations and interests of those associated with the use of ICT. Threats to information security is the reverse side of information and communication technologies. Treatment of problems related to information security for different categories of actors can vary significantly. The range of interests related to the use of information and communication technologies can be divided into the following categories: ensure the availability, integrity and confidentiality of the information and supporting infrastructure. Objective measures in the field of information security - to protect the interests of information relations. The interests of these diverse, but they all focused around three key areas: availability, integrity and confidentiality. In this context, information security can be interpreted as the absence of unacceptable risk associated with causing direct or indirect (including property, financial) damage enterprise (individual), which caused a violation of the confidentiality, integrity and availability of information [1].

In analyzing the political aspects of procedural point of view of information security can be investigated in several areas: in the area of of political interests and political relations; in the electoral, public management, foreign political processes and so on.

For the main areas of display system information security localized expression:

- a) in the functioning of state organs of political power (state information security);
- b) in civil society (information security society);

c) in the interests of the individual.

Finally, the level of social and geopolitical meaning of information security can be provided at a number of levels: at the international level, at the national and state level, at domestic level (at the level of regional institutions), at the level of local governments. When we talk about the content and structure of information security, we take into account that the category of «information security» at this stage can have a different meaning when using different contexts.

As rightly pointed researchers Yu.Ufimtsev and E.Yerofeyev, in government there were two tendencies in the definition and structure of information security. Representatives of humanitarian directly associated with information security only institution secrecy. Representatives of law enforcement agencies offer information security extend almost all issues and relations in the information sphere, effectively identifying information security and information sphere.

In our view, both points of view are extreme positions. The concept of information security of Ukraine, which is a set of official views on the goals, objectives, principles and main directions of information security, information security under a state of protection of its national interests in the information sector

Individual interests in the information sphere consist in the realization of human rights and citizen access to information on the use of information in the interests of the law not prohibited activity, physical, spiritual and intellectual development, and in protecting information that ensures personal safety.

The public interest in the information sector is to provide individual interests in this area, strengthening democracy, creating legal social state, achieving and maintaining social harmony and spiritual renewal of Ukraine.

The interests of the state in the information sphere defined by creating conditions for the harmonious development of Ukrainian IT infrastructure for the implementation of constitutional rights and freedoms of

man and citizen in obtaining information and using it to ensure the inviolability of the constitutional order, sovereignty and territorial integrity of Ukraine, political, economic and social stability in absolute providing of law and order, development of equal and mutually beneficial international cooperation.

On the basis of Ukraine's national interests in the information sector formed strategic objectives and current domestic and foreign policies to ensure information security. Information security of society and the state is characterized by a degree of security, stability key areas of life (economy, science, techno sphere, administration, military affairs, public awareness, etc.) in relation to dangerous destabilizing destructive phenomena which infringe the interests of the country information actions at both the introduction, and information.

Information security is the ability to neutralize these effects. The objects of the dangerous impact of information and therefore information security are: consciousness, mentality of people; information and technical systems of various sizes and purposes. Speaking of social facilities of information security, they can include a person, group, society, state, international community. The subjects of information security should be considered those organs and structures involved in its software. The concept of «information security» in the scientific literature initially identified with the concept of «information security». Then some authors substitution this concept to concept of «security of information relations from negative information actions.» Different definitions there are certain nuances, but they do not change the essence of these approaches.

In our opinion, this interpretation of information security is incomplete. The methodological basis of the definition of the term must be assignment category «security» not to the information itself, even though that information security associated with it and the information of the environment - natural and legal persons, who taking part in the information process. It follows that in practical terms, information security does not

exist, and regardless of the subject of the information environment, but it is subject dictates the performance of such security.

We believe that the security aspect in consideration of the interests of the subject of information relations is the process of creating an enabling environment, purposeful formation (acquisition, location) conditions under which to implement its interests were made to put him goals. Thus the most important basis of focus in the field of information relations are the values of their members. Securing the process of mastering the subject is the subject of the necessary conditions of their own existence. This, in turn, means that security involves the creation of conditions in which subjects at least maintain and reproduce their values. As rightly says G. Ivashchenko and security as a process of mastering the conditions of existence, is at the same time the process of the freedom of the subject as the ability to control the conditions of their own existence. [2, c.28] In his view, freedom and security - are closely interlinked phenomena which form the fundamental aspects of social life, the most important characteristics of social actors.

In our opinion, the interests of man, that need to protect the information society, lie primarily in real providing the constitutional rights and freedoms of man and citizen access to information on the use of information in the interests of not prohibited by the law of, and in the protection of information, providing personal security spiritual and intellectual development.

The public interest in the information sphere is to protect vital interests of the individual in this area, ensuring the realization of the constitutional rights and freedoms of man and citizen in the interest of strengthening democracy, the achievement and maintenance of social harmony, increasing creative activity of the population.

Thus, the state's interests in the information sphere is to create conditions for the harmonious development of the information infrastructure in the country for the implementation of constitutional rights and freedoms of people and citizens to strength-

en constitutional order, sovereignty and territorial integrity, establishing political and social stability, economic prosperity and unconditional implementation laws and support law enforcement, international cooperation based on partnership.

In summary, we consider it necessary to note that quite common is the view according to which information security is a state of society in which provided reliable and comprehensive protection of the individual, society and state from exposure to particular types of threats that are in the form of organized or information arising spontaneously flows provided for the benefit regressive, reactionary or extremist-minded political and social forces and aimed at the conscious distortion of social and individual consciousness. The result stands deviant individual behavior, strengthening social, political, economic and religious conflicts, growing, developing and secured psychological and mental tension society. This approach is the result of a general «broad» understanding of information security, which is reflected in the official documents of Ukraine. It is obvious that an effective public policy in the information sector, including in terms of information security will largely depend on the correct choice of priorities for research these problems by developing adequate scientific models and approaches to their solution.

This particularly applies to the need for management analysis of Ukrainian information security issues. We believe that the level of elaboration of this aspect of issues the considered until low. There is another point of view, according to which the achieved level allows the researcher to have a fully developed methodological and ideological bases in the interest of deepening scientific knowledge.

Proponents of this approach believe that «in a hypothetical sense,» there is every reason to recognize the necessary existence of independent political and industry focus called «information security policy» that would unite the information component of security policy and its practical implementation in the work of state power and administration .

Globalization has become a major global trend of the first quarter of the XXI century. This trend is clearly manifested in the economic, social, political, ideological, cultural and administrative fields. In the last years ahead of becomes an information area that due to the rapid development of information - communication technologies, the emergence of fundamentally new highly efficient methods of information exchange and influence is an important tool for socio-economic, political and administrative reforms.

As rightly noted by the famous American futurist Alvin Toffler, knowledge and information have become the most important resource of power at the present stage. [3, c.5]

In modern world there is intense build information and communication potential, information globalization facilitates integration processes in all other areas. The means for this is the development of communication, use of space for the transmission of information, the growth of global information networks and computerization of many processes of human life.

At present, despite the wide distribution against all these phenomena of the term «information society», the experts did not come to a common understanding of the content of the term. Some believe that it is - a society in which ensured an easy and free access to information around the world, others - that a society in which the main object and the results of most is information and knowledge. [3, p.7]

The greatest support among researchers received definition information society as a society in which the main subject of work most of the people have information and knowledge, and tools - information technology. [4, p.24]

More detailed information society can be defined as a phase of modern civilization, characterized sharp increase in the role of information and knowledge society, the growing share information communications, information products and services in gross domestic product (GDP), a global information space, which provides effective information interaction of people, their access to global information resources and

meet their social and personal needs in information products and services. In the context of the Marxist approach, the information society can be defined as a society in which the main subject of work most of the people have information and knowledge, and tools - information technology. Public relations will be largely determined by these factors. Accordingly, the economy and social system of government will be focused on production primarily product information and intellectual activities related to the development of new information and new knowledge, convert them to a form suitable for consumption by others, and marketing (including sale) of products. [5, p.57]

The main characteristic features of the information society are information economics and management, high level information needs of all members of society and actually meeting them for the general population, high information culture, free access to every member of society to information is limited by the information security of the individual, social groups and society.

More specifically, the information society characterized following features:

- The existence of a common information space;
- The dominance of the economy and management of new technological structures, based on the massive use of information - communication technologies;
- Increasing role of infrastructure (telecommunications, transport, organizational) in the system of social production and the growing trend towards joint operation in economy and management information and cash flows;
- Increase the importance of information security problems of the individual, society and state, the existence of an effective system of citizens' rights and social institutions to a free, dissemination and use of information;
- A high level of education, due to the expansion of information exchange at the international, national and regional levels, and therefore increased the role of skill, professionalism and ability to creativity as the most important characteristics of labor;

– The leading role of information resources in sustainable progressive development of society;

– The actual needs of society for information products and services. [5, p.134].

Summary

Thus, the analysis of concepts and directions of information security research the following conclusions:

1. Information area as backbone factor of society, active influence on the state of political, economic, defense and other components of security, so essential national security of Ukraine depends on the security of information, and, in the course of technical progress this dependence will grow.

2. Despite the considerable attention paid to the problem of researchers information society to the issues of information security Ukrainian state, the formation and implementation of state policy of Ukraine in this area, a number of issues that lie in the plane of the issues, yet remain poorly designed, making it difficult create effective system of information security. In this regard it should be noted that today in domestic science not a monographic studies devoted to political

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and managerial aspects of information security in Ukraine.

3. The concept of information security of Ukraine, which, as the official report on the state of the whole scientific elaboration of the problem, the term «information security» is used in the broadest sense. Under the state of information security is a state protected its national interests in the information sphere.

4. In our view, there are legitimate interpretation of the concept of «information security» within its own sphere of information whose elements are the set of information, means of production, processing and storage, IT infrastructure entities engaged in the collection, creation, distribution and the use of information and control system with the emerging social relations.

5. Analysis of information security issues should include identification of informational relations and interests of those associated with the use of information systems. Threats to information security - is only a by-element opposite direction of information technology.

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CHILDREN'S RIGHTS AS AN INTEGRAL PART OF THE HUMANITARIAN PARADIGM OF MODERN PUBLIC GOVERNANCE

Introduction.

Modern Ukraine is facing a strategically critical situation of demographic crisis, which is growing and in the long run threatens the economic insolvency of the state due to the significant predominance of the incapable population over the able-bodied. In such conditions, the study of protection of children's rights and legitimate interests, creation of an effective state system of childhood protection, development and implementation of state policy to stimulate the birth and upbringing of children in Ukraine as a strategic component of modern human-centric paradigm of human rights. Disclosure and theoretical understanding of this problem will solve an important scientific and applied problem of overcoming the demographic crisis, reducing the outflow of youth abroad, laying the foundations for the growth of the Ukrainian population, which is especially important for democratization of state-building processes in Ukraine and their very existence.

The analysis of recent researches and publications suggests that the protection of the rights and legitimate interests of children in modern science has received considerable attention from the legal sciences, public administration, pedagogy, sociology, political science, philosophy and history. In particular, among the recent publications it is necessary to single out the research of such Ukrainian scientists as O. Burlak [2], V. Gurich [3], V. Derega [4], I. Dorozhko [5], N. Zobenko [6], O. Kitayka. [7], O. Kudryavtseva [8], N. Onishchenko, S. Stoetsky and O. Sunegin [9], O. Svatnikov [13, 14], G. Tolkachova [15], M. Fomenko [16], I Bulb [17, 18]. However, in the scientific world there is no well-established

system of the concept of children's rights or a scientific school of research on the protection of the rights and legitimate interests of children. This is due to the statement of the purpose and objectives of this article as an analysis of the domestic discourse space on the concept of rights and legitimate interests of children as an integral part of universal human rights.

General description. At first glance, the individual child looks far from the state, public administration and public policy. However, in reality, all the life of a child from the day of his birth, all the relations in which he participates, are regulated by the state. The doctor receiving childbirth is obliged to register the fact of birth, the state body for registration of civil status acts registers this fact and issues a birth certificate. From that moment, the child acquires the citizenship of his country. The child's mother goes on maternity leave to ensure the normal development of the baby, then takes her child to a state kindergarten, school, receives financial or other assistance from the state, and so on. Thus, a significant part of the child's livelihood from birth, the creation of appropriate conditions for growth, development and upbringing is the result of appropriate government-civil relations and is governed by relevant legal and administrative norms. Thus, a modern child from the first day of life is already a full-fledged subject of law and public relations - which means that it already has its rights, its own legal status and needs attention from public authorities and the formation of appropriate public policy.

Historical and retrospective view shows that at any time and in any society, each

generation has always had to protect their rights, but not every generation is able to do it independently. The latter is especially true for children, as any beautiful slogans about a «happy childhood» will remain empty declarations if they are not backed by existing laws, fair and effective public policies for children, a developed structure of state institutions functionally designed to protect children's rights. necessary powers and resources.

The concept of the rights of the child consists of the closely related concepts of «rights», «freedoms» and «legitimate interests» of the child. In the humanistic human-centered concept of modernity there is a clear understanding that every person from birth has universal, inalienable and equal (endowed to each person equally) natural rights that no one can be deprived. Thus, according to I. Dorozhko, «the rights of the child are a system of rights and freedoms that characterize the legal status of the child, taking into account the peculiarities of its development» [5, p. 27]. I. Tsibulina offers the following interpretation «the rights of the child are a specific component of human rights, which provides internationally recognized norms of ensuring the child's moral and social rights to life and healthy development, security, dignity, individuality, freedom and protection by the state» [18, p. 5].

We find a fairly thorough definition of the concept of «legitimate interest of the child» in N. Onishchenko, S. Stoetsky and S. Sunegin, who suggest the legitimate interest of the child to understand the «objectively-subjective motive of the act (action or inaction) of the protected child. law, determines the direction of its behavior and aims to achieve its full physical, intellectual, cultural and social development, taking into account the traditional moral principles of society [9, p. 181].

Since the protection and protection of natural rights and legitimate human interests from birth is one of the key functions of modern developed countries and a fundamental basis for building a civilized legal social democratic state based on the priori-

ty of higher human values and human development, it is also necessary to consider quite close concepts. ensuring ”;“ protection ”;“ protection ”and“ protection ”of the rights of the child and childhood in general. According to the academic explanatory dictionary of the Ukrainian language, the word «provision» means protection, protection of someone or something from danger, creating reliable conditions for the implementation of something, guaranteeing something [1, p. 18]. Thus, «provision» is the root, unifying concept for the other definitions. V. Gurich defines the concept of «ensuring rights» as «the activities of public authorities, local governments, public associations and citizens to create favorable conditions (guarantees) for the lawful and consistent implementation and protection of citizens' rights» [3, p. 9], and the concept of «ensuring the rights of the child» suggests a set of interrelated legal, economic, socio-pedagogical, psychological, medical and other state and social measures to ensure the rights and freedoms of minors to improve their quality of life and social satisfaction. important interests and needs [ibid.].

In turn, «protection» and «security» are related as a process and result, a state, a phenomenon, where «protection» is a certain activity or process with the ultimate goal of achieving a state of security.

In the stream of public administration as a process of exercising state power and carrying out by public authorities of the state activities provided by functional powers, it is mostly about «protection», because the state of full protection is rather an unattainable goal, a certain ideal. Therefore, in the categorical-conceptual apparatus of public administration science, the definition of “protection of the rights of the child” is extremely rare, and more often it is a question of “protection of the rights of the child”. In particular, such protection N. Zobenko calls a system of practical measures aimed at protecting the rights and interests of children and adolescents, to create normal conditions for their development and education [6, p. 62]; O. Svatkov - activities of state and public institutions and organizations,

which is aimed at overcoming social risks in order to create conditions for the full development of the child, meeting its needs and interests [13, p. 39].

The concept of child protection as a system of state and public measures aimed at ensuring a full life, comprehensive education and development of the child and protection of his rights is enshrined in the Law of Ukraine «On Child Protection» of April 26, 2001 № 2402-III [12].

In accordance with international treaties and standards of humanitarian development, the Constitution of Ukraine, our state has committed itself to guarantee comprehensive protection of the rights, freedoms and legitimate interests of children as an integral part of the universal paradigm of human rights. In particular, O. Kudryavtseva notes that the protection of the rights and freedoms of the child is a constitutional and legal and international duty of the modern Ukrainian state to citizens, society and the international community, which follows from the UN Convention on the Rights of the Child [8, p. 28].

In general, the guarantee of the rights and freedoms of the child G. Tolkachova considers as “a system of means by which children ensure the effective realization of their rights and freedoms, their protection and defense in case of violation. Their main purpose is to provide everyone with equal legal opportunities for the acquisition, implementation, protection and defense of subjective rights and freedoms «[15, p. 66]. Such guarantees can be constitutional and legal, organizational and legal, administrative and political and socio-economic. O. Kytayka defines “constitutional and legal guarantees of the rights and freedoms of the child as a system of means and methods provided by the constitutional legislation by which the rights, freedoms and freedoms of a minor are realized, protected and protected”, and organizational and legal guarantees of the rights and freedoms of the child Ukraine - as the formation, organization and activities of public authorities and their officials, organizations, other institutions and authorized persons for the implementation,

protection and defense of the rights and freedoms of minors «[7, p. 50 - 51].

Regarding the mechanisms of protection of children's rights, in general they can be defined as a multistructural and multifunctional system of interconnected public administration, socio-economic and political-legal means used to ensure the implementation of state policy on protection of children's rights. Such mechanisms can be international, constitutional and legal, judicial, administrative, organizational and legal, socio-pedagogical, etc. Thus, M. Fomenko defines international mechanisms for the protection of children's rights as «a system of international treaties and organizations that are a set of normative and institutional tools developed in the process of international cooperation to ensure the realization of children's rights and are to establish international obligations for each state.» obligations for their protection and defense, as well as in the implementation of international control over the implementation of such obligations [16, p. 242].

Constitutional and legal mechanisms for the protection of children's rights are a comprehensive interaction of state and non-state institutions, institutions, organizations on the legislative consolidation and social realization of children's rights on the basis of the standards of the UN Convention on the Rights of the Child. The tasks of this activity are legal assistance and counseling, social-pedagogical and information-legal assistance, control over the activities of the subjects of realization of children's rights, etc. [3, p. 10].

At the same time, I. Tsybulina believes that the legal mechanism for the protection of children's rights is a dynamic system of legal forms, means and measures, the interaction of which is aimed at preventing violations of children's rights or restoring them in case of violation. This mechanism includes such elements as protection and defense of rights; providing legal assistance and is a mechanism of direct action of the law and organizational and legal activities of public authorities and local governments, institutions and officials, as well as public

associations to prevent violations of children's rights [18].

Conceptually, public policy is formed and implemented in all spheres and areas of public governance, political and socio-economic development of society. In particular, the protection of children's rights is quite diverse, it affects different aspects of children's lives - health, education and socialization, physical and cultural development, etc., so we can talk about the existence of a family of government policies regarding children and their rights. In this family we distinguish two large groups. The first includes specialized policies that regulate public relations, form and implement the activities of public authorities directly or mainly in a particular area of the child's life: educational policy, youth policy, social policy, protection of children's rights, maternity protection and childhood. The second group includes general or universal policies that regulate public relations, form and implement the activities of public authorities throughout society, but some of its provisions affect children as a demographic component of society: health policy, cultural, sports, social, criminal, etc. policy.

For example, from the very beginning of state independence, Ukraine proclaimed one of the key activities of public authorities state youth policy, which according to the Declaration of the Verkhovna Rada of Ukraine «On General Principles of State Youth Policy in Ukraine» of December 15, 1992 № 2859-XII is defined as systemic activities of the state in relations with the individual, youth, youth movement, carried out in the legislative, executive, judicial spheres and aims to create socio-economic, political, organizational, legal conditions and guarantees for vital self-determination, intellectual, moral, physical development of youth, realization of her creative potential both in her own interests and in the interests of Ukraine [10]. State youth policy applies to citizens of Ukraine aged 14 to 28, regardless of origin, social and property status, race and nationality, sex, education, language, religion, gender and nature of occupation and is carried out through state

executive bodies, institutions, social institutions and associations of young citizens.

An important component of child protection in Ukraine is the state social policy in general, and social protection policy in particular. V. Derega defines the state social policy as a certain orientation of the state and a system of measures to optimize the social development of society, relations between social and other groups, creating conditions to meet the living needs of their representatives. In addition, social policy is part of the domestic policy of the state aimed at ensuring the welfare and comprehensive development of citizens and society as a whole. In this aspect, the importance of social policy is determined by its impact on the processes of reproduction of labor and increase productivity [4, p. 113].

The basis of social policy is a large layer of social protection, which in the modern world is one of the key factors of socio-political, financial, economic and cultural and spiritual development of the state. In the official interpretation, social protection is a system of state-guaranteed economic, organizational and legal measures that provide children with conditions for overcoming difficult life circumstances. Social protection is provided to many strata and categories of Ukrainian citizens, and one of the largest categories is children. As N. Zobenko notes, "the right to receive social protection has become one of the most important elements of the child's legal status, and as such is enshrined in international legal standards and constitutions of most developed countries [6, p. 63].

Due to its importance, an independent branch of social protection of children is distinguished, which in accordance with the Law of Ukraine «On bodies and services for children and special institutions for children» of January 24, 1995 is defined as a set of measures and means of socio-economic and legal nature children's rights to life, development, upbringing, education, health care, financial support [11].

This is what O. Svatenkov says when he notes that the social protection of childhood is closely linked with the social policy

of the state aimed at overcoming negative trends and stabilizing the favorable position of children, with the formation of positive changes in the attitude of the state and society to children, creating real conditions for further positive dynamics of children's life processes and is carried out by comprehensive assistance to the child by the state in solving various problems related to social risks [14, p. 6].

We find a more specific definition in O. Burlaki, who suggests that the social protection of the family, childhood, motherhood and fatherhood should be understood as a system of economic, organizational, legal, financial measures aimed at providing families with children, large, single and low-income families, children, orphans and children deprived of parental care, children with disabilities from childhood and children with disabilities of a decent standard of living, providing them with social assistance and social support, establishing guarantees, benefits, compensation due to the relevant social risks (poverty, orphanhood, disability, etc.), overcoming or mitigating them [2, p. 18].

Given that the social protection of the child by its definition and function is designed to solve social problems, the protection of children's rights is a more comprehensive category, as it affects not only and not so much social aspects of the child's life, but also legal, civil, cultural and more. And if legal science under the protection of the rights of the child defines as a comprehensive system of measures used to ensure the free and proper exercise of its subjective rights, including judicial protection, legislative, economic, organizational, technical and other means and measures, I. Tsubili-

na singles out the state policy of ensuring the rights of the child, which, according to the researcher, is part of the state policy of establishing and ensuring human rights and freedoms as a system of public authorities, local governments and social formations to ensure appropriate conditions for comprehensive child development [18].

Summary. Thus, the study provides grounds for generalizing that in Ukraine the concept of children's rights is considered in the context of the human-centered paradigm of social development as an integral part of universal human rights. At the same time, the dominant subjects of protection of children's rights in Ukraine are the state, public administration and government with the involvement of socially responsible business and civil society institutions - charitable, volunteer, socio-political, etc. Conceptually, the concept of «child» is a strategic social unit of demographic reproduction of the people and the development of human potential of the country as a foundation for further state formation and building civil society. Systematic mechanisms for the realization of the rights and legitimate interests of the child are generally comprehensive and specialized state policies, among which synergistically unifying is the state policy to protect the rights, freedoms and legitimate interests of children in Ukraine, which is a complex multi-element system. -organizational, normative-legal socio-economic and psychological-pedagogical measures aimed at promoting and improving the proper, free and full development of the child's human potential, meeting its needs and legitimate interests, forming for such development a safe living environment for the child.

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PROJECT APPROACH TO THE FORMATION OF A COMPREHENSIVE STATE EXAMINATION

Introduction

Socially significant investment projects financed from the state budget, budgets of regional executive power authorities and local self-government authorities, as well as investment social - significant projects, regardless of funding resources and ownership, are subject to comprehensive state expertise carried out by authorized public authorities.

Implementation of the projects' state expertise in the public sphere is becoming a relevant process for both government projects and within regional projects and programs implementation, especially while implementing public-private partnership.

Comprehensive projects' state expertise is an important and effective method in public administration and control of optimal solutions for the implementation of socially-significant projects in the public sector.

A comprehensive approach to the methodology of the state projects' expertise is currently being formed, and domestic experience supports the conclusion that the types and number of projects' expertise are carried out depending on the type and uniqueness of the project.

Nowadays there is a scientifically-developed terminological and categorical apparatus in expert activities which need the improvement but uncertainty in terminology and expertise procedure in many cases causes problems of interpretation and realization of expert activities.

State expertise in the public sphere requires new approach to its institutionalization. Especially it is necessary to create the system approach of public authorities while conducting state expertise and the participation of experts in the development of priorities of socio-economic and scientific and technological development, the distribution of public money on programs and projects

focused on state activities in various sectors of the economy and society.

1. The concepts, definitions and direction of state expertise

The concept of expertise (from the Latin *expertus* - experienced, expert) means a review, research of any object, cases, issues made by experts and require special knowledge. In the most general form the expertise – is a way of analyzing the cause and effect relationships not only about what has happened, but what is expected to happen or might happen; this is the way of gaining certain reality when this reality is not amenable to direct measurement, calculation and any “objective examination” [Model Law “On state expertise”, 2002].

World practice determines that the projects' state expertise analyzes and evaluates the effectiveness and quality before the project documentation (techno-economic justification of construction) and other justifications of investments, programs, construction projects and other project, engineering, architectural and construction and research works in construction as well as in other projects that require scientific and technical, environmental, social and other expertise.

Expertise – is an analysis, research, evaluation of project documentation conforming to approved standards, rules and regulations and corresponds with the interests of society and state.

State expertise – is established by laws the activities of authorized expert organizations and individuals (experts) which is carried out through the state order on a contractual basis and related with research conducting, examination, evaluation of specific object (expertise subject) as well as the preparation and execution of expert conclu-

sions and recommendations on the subject of the expertise [Model Law "On state expertise", 2002].

The main purpose of projects' state expertise is to achieve high quality of projects, compliance with project objectives, project tasks, planned project indicators, regulatory and legal documents, compliance with safety and quality, mainly environmental, industrial and construction security and optimization of the financial costs and other projects' resources and reducing the probability of suboptimal management made decisions.

The main tasks of the projects' state expertise are:

- establishment of objective facts, circumstances and situations involving the state expertise, ensuring the validity and accuracy of made decisions;
- checking the compliance of expertise objects with requirements of the law;
- expertise object assessment according to the specified criteria;
- coordination of environmental, economic and social interests;
- relevance and social focus of the investment project;
- efficient use of budgetary funds;
- the reliability of the technical and economic calculations and justification of the amount and forms of government support for investment projects' realization;
- the availability of adequate personnel, logistical support for investment projects' realization [Resolution of the Cabinet of Ministers "On approval of the state expertise of investment programs (projects) Procedure", 2011].

State expertise of projects is carried out in the established order by the Cabinet of Ministers of Ukraine by expert organizations regardless of ownership that meet the criteria set by the central executive authority body, which provides formation of public policy. For a comprehensive expertise one can involve experts on sanitary and epidemiological welfare of population, environment, labour protection, energy saving, fire, technological, nuclear and radiation safety.

Construction projects are subject to mandatory state expertise in Ukraine that:

- belong to the IV and V complexity category- on the observance of standards

for sanitary and epidemiological welfare of population, environment, labour protection, energy saving, fire, technological, nuclear and radiation safety, strength, reliability and durability of buildings and structures, their operational safety and engineering software;

- are built in areas with complex engineering-geological and technological conditions - in terms of strength, reliability and durability of buildings and structures;

- are built using budgetary funds, funds of state and municipal enterprises, institutions and organizations, and of loans under state guarantees - for estimated part of project documentation [Resolution of the Cabinet of Ministers of Ukraine, 2007 "On approval procedure of investment programs and construction projects and their state expertise"].

The main directions of comprehensive projects' state expertise include seven different aspects. In complex large investment projects in each area a group of experts is formed within the expert body. This group gives expert opinion.

Commercial direction consists in the fact of assessment the project as a commercial event giving a profit. Here we compare invested funds with revenues and profits which allow getting the realization of the analyzed invest project.

Technical direction of comprehensive expertise considers such issues such as the right choice of production technology, the purchase of basic and auxiliary equipment, organizing supplies of raw materials and other production aspects incorporated in the project.

Institutional direction of expertise draws attention on the compliance of the decisions on the project with the current law of the country, where it is assumed the project realization. It examines the correct application of the project tax features, calculation expenses, licensing, etc.

Social direction of expertise considers the project in terms of social issues resolving in the region (employment, employees' wages, labor protection, decisions on the social and domestic infrastructure development).

Environmental direction is intended to consider the project in terms of its relation-

ship with the environment (questions of environmental protection, neutralization of the harmful effects of the project on the environment, waste disposal issues).

Financial direction of comprehensive project expertise gives the assessment considering investment effectiveness, its formation in order to realization of the project and using investment in it.

Economic direction of expertise analyses all sides and peculiarities of project effectiveness. One pays attention to the calculation methods, fullness and justification of economic calculations, one makes decisions on correctness of conclusions, on expediency of this project development [Resolution of the Cabinet of Ministers of Ukraine "On the Procedure for the initiation, preparation and implementation of economic and social development of Ukraine, supported by international financial organizations", 2008].

Comprehensive projects' state expertise includes the following expertise types:

- State investment expertise;
- State sanitary and hygienic expertise;
- State environmental expertise;
- State expertise on fire safety;
- State expertise on labour protection;
- State expertise on energy saving;
- State projects' expertise on emergency protection;
- State expertise on of urban planning documentation;
- State expertise on construction projects.

2 Regulatory and legal framework of state expertise in Ukraine

Regulatory support for state projects' expertise consists of a set of laws and regulatory acts that govern the relations arising in connection with the appointment and conducting of projects' expertise and decisions made by public authorities, regardless of the upcoming and taken decision, kind of expertise, technology and members of the expertise.

Methodical approach should apply to different branches of projects' state expertise –basic concepts for the expertise of investment projects, expertise of construction projects, expertise of innovation projects and expertise of budget projects issued under state guarantees. Methodical approach-

es began to be developed and regulated by model laws and regulatory acts that have been adopted by countries-members of the Commonwealth of Independent States.

Model law - is advisory in nature as an act taken either by international organizations or by the state legislative bodies in order to unify the legislation of different states as a guideline for a coherent legislative activity. Model Law creates samples for future legislative decisions that will get official legal power within the state or state formation only after their adoption by the national parliament. The content of a separate law may be different - either defining the objectives and general principles of the future regulations or formulations of its major, fundamental rules, regulative definitions, or recommendation of different solution variants, or creation the completed acts which Parliament may adopt as a basis or approve without amendments and additions.

All CIS countries have "Agreement on interstate expertise of projects" on January 13, 1999 to review construction projects of mutual interest to the countries-participants of the CIS and is adopted a number of model laws on expert of projects.

Model Law "On State Expertise" sets the objectives and principles of the state expertise conducting, defines the powers and responsibilities of the state bodies, expert organizations and experts. The purpose of this law is to improve the objectivity and validity of decisions prepared and adopted by public authorities, in compliance with national priorities in the field of national security, international cooperation, socio-economic, scientific and technical and cultural development.

Model Law "On scientific and scientific and technical expertise" regulates relations arising in connection with the appointment and conducting of scientific and technical expertise, establishes socially important objects, that are subject to mandatory scientific and technical expertise, defines the rights and obligations of customers and executors of scientific and technical expertise.

This law aims at:

- ensuring the methodological unity of the legal, scientific and technical requirements for the organization of scientific and

technical expertise of socially significant decisions that contribute to the socio-economic, scientific and technical, humanitarian and cultural development of countries;

— providing scientific and technical feasibility of socially significant decisions made by public authorities and NGOs entities their targeting to use the latest advances in science, engineering and technology;

— providing national, environmental, technological and public safety and economic feasibility of the decision related to the implementation of scientific and research work and use of scientific and technical results in practical and economic activities;

— providing protection of intellectual property rights according to the results of scientific and technical activities and copyrights related to scientific and technical activities.

The purpose of the Law “On Environmental Expertise” is to ensure a systematic approach to conducting the environmental expertise in accordance with international obligations state. The main tasks of this law is the regulation of activities in the field of conducting the environmental expertise in conjunction with the norms of the model law “On the evaluation of environmental impact” according to which the objects of planned economic and other activities are divided depending on the significance of the environmental impact assessment and completeness [Model Law “On Environmental expertise, 2016].

The main model laws “On State Expertise”, “On scientific and scientific and technical expertise”, «On Environmental Expertise”, adopted, adapted and approved by the legislative bodies of Ukraine.

Existing methods of conducting projects’ expertise can be divided into two main groups: domestic and foreign. The use of a certain technique depends on the characteristics of specific economic entities that finance and carry out investment projects, as well as on their general environment. It should be noted two main factors that determine the specificity of different approaches to the evaluation of investment projects. The first is that during long period national approaches to comprehensive state projects’

expertise developed under a centralized management system unlike similar foreign studies focused on market relations. The second is the need to use computer technology in the practice of evaluating investment projects [Model Law “On state expertise, 2002].

All today known in Ukraine works and guidelines and regulations on the expertise of investment projects, usually are based on three methodological approaches: “reduced expenditures”; the principles of «net profit» and integration of annual current and capital expenditures and the effect for the billing period; methodological principles of UNIDO, World Bank and other international organizations.

The approaches to the analysis of investment projects developed within: the World Bank and UNIDO got the biggest popularity and recognition. Large international organizations that are major investors in financial markets, developed their own methods of project analysis that meet their specific goals and tasks. These include Organization for Economic Co-operation and Development, which uses a fairly broad approach to project analysis and specializes mainly in the economy. In 1994 “Guidelines for the preparation of industrial feasibility studies” (UNIDO), was prepared for publication. UNIDO proposed approach to the preparation of feasibility studies which has been accepted by the funds industrial enterprises, which more met these requirements.

UNIDO methodic is based on the generalization of experience of international organizations, UNIDO analyzed projects belonging mainly to the field of industrial development and methodic oriented at boundary simplifying the proposed problems, bringing their possible solution to the recommendations level of actions in certain situations.

One of the advantages of this technique is to describe the components of the report on the feasibility study of the project. Methodic is accompanied by COMFAR software (computer model for feasibility analysis and reporting) [Malakhovska, 2006].

In the early stages of investment research is recommended to use a simpler package PROPSPIN (information system of previous analysis and projects’ evaluation).

In Russia and in the CIS countries still have remained the institutions of state projects’ expertise and their territorial divisions conducting expert justification of investments, feasibility justifications of construction projects, reconstruction, expansion and technical re-equipment of enterprises in the ministries’ system, as well as experimental and typical projects that are developed on ministries’ order. In the Russian Federation, Kazakhstan and Belarus state and public projects’ expertise is held and the state projects’ expertise is divided into state extra departmental expertise of construction management body and state environmental expertise of environmental agency and sectoral and specific expertise, carried out by public authorities of management and supervision.

The conducting of state projects’ expertise is done by national and international standards and project management standards.

National experience in the conducting of projects’ expertise is based on the State standard of Ukraine 3966-2009 (Terminology. The principles and rules for the development of standards on terms and definitions) designed to replace the terminology standard 50-011-93 to eliminate difficulties, misunderstandings and contradictions that arose during work (development, expertise conducting, approval) on terminology standards through misunderstanding of accurately defined guidelines and also because of some discrepancy in requirements of the present situation. all-Union State Standard 3966-2009 is a major in issues of development the terminology of projects’ expertise. Foreign experience of the projects’ expertise addresses the following project management standards:

1. Russian Standard “all-Union State Standard R 54869 - 2011 Project management. Requirements for project management». The national standard project has passed procedure of development, public discussion, making adjustments and transfer the final versions of projects to the Federal Agency for Technical Regulation and Metrology of the Russian Federation.

2. PMBOK Guide is an American national project management standard that includes the amount of professional knowl-

edge that allow successfully achieve the set goal in the implementation of projects in different areas. Administration of works on the formation of the Guidelines to the Bode of knowledge in project management is made by Project Management Institute.

3. The ISO standard 10006 is a fundamental document within a series of standards for reporting profile, which was prepared by technical committee ISO / TC 176 “Quality management and quality assurance” of worldwide federation of national standards bodies (members of ISO).

4. Standard BS 6079-1: 2010 developed by BSI group, is a national standardization body in the UK. BS 6079-1 should help professionals and organizations to ensure effective and efficient implementation of projects and establish studies at projects and the process of its continuous improvement in project management in the organization.

5. Standard APM Body of Knowledge was developed and is administered by the UK Project Management Association. The standard provides a basis for certification, accreditation and research activities and consists of 7 chapters and 52 knowledge areas.

6. Standard DIN 69901 is designed by Deutsches Institut für Normung, the German national standardization body and describes the main provisions, processes, process model, methods, data, data model and project management terms.

7. Standard P2M “A Guidebook of Project and Program Management for Enterprise Innovation” is a Japanese project management standard based on the experience of Japan in 1999, which allowed visualize projects with greater added value and innovation programs. P2M – is a system of knowledge presented in the form of “Management of innovative projects and programs of enterprises” and supported by Japanese project managers Association (PMAJ).

8. The methodology PRINCE2 (Projects IN Controlled Environments 2) is a structured project management method approved by the UK government as a standard to project management. PRINCE2 methodology includes approaches to management, control and organization of projects.

9. Organizational Project Management Maturity Model Standard (OPM3®) describes the tools by which an organization can assess the maturity of project management for compliance with the best practices in this field. The organization, project management system that is sufficiently mature, and projects meet business strategy and contribute to achieving business objectives and is more efficient than those where the projects are selected at random. The standard was developed and is administered by the Project Management Institute.

In Ukraine, the law provides for state projects' expertise in the construction, science and ecology spheres. According to the Law of Ukraine "On investment activity" [Law of Ukraine "On investment activity, 2013], investment programs implemented using budgetary funds, funds of state enterprises, institutions and organizations, as well as by loans given by government guarantees are mandatory to state expertise.

Legal and regulatory conducting of the state expertise of investment projects is regulated by the following Laws of Ukraine:

- Law of Ukraine "On investment activity";
- Law of Ukraine "On regulation of urban planning";
- Law of Ukraine "On environmental expertise";
- Law of Ukraine "On fire safety".

The state expertise is also governed by complex of regulatory acts, such as:

- resolution of the Cabinet of Ministers of Ukraine "On Approval of the approval Procedure of construction projects and conducting their expertise" № 560 of 11 May 2011;
- resolution of the Cabinet of Ministers of Ukraine "On Approval of the approval Procedure and criteria for assessing the economic efficiency of the project (investment) proposals and investment projects" № 684 of July 18, 2012;
- resolution of the Cabinet of Ministers of Ukraine "On approval of the state expertise of investment programs (projects) Procedure" № 701 of June 9, 2011;
- resolution of the Cabinet of Ministers of Ukraine "On the Procedure for the initiation, preparation and implementation of economic and social development of

Ukraine, supported by international financial organizations" № 1027-2008-n of 26 November 2008;

– order of the Ministry of Economic Development and Trade of Ukraine "On approval of methods of state expertise of investment projects and conclusion forms on its results" № 243 of March 13, 2013;

– order of the Ministry of Economic Development and Trade of Ukraine "On approval of the Regulation of assessment and competitive selection offered by ministries and other central and local executive power authorities investment projects that involve the state budget and creating committee of the Ministry of Economic Development and Trade of Ukraine with the assessment and competitive selection of investment projects" № 697 of 13 June 2012;

– order of the Ministry of Economic Development and Trade of Ukraine "On some issues of preparing documents for projects of social and economic development" № 699 of 20 June 2013;

– order of the Ministry of Economic Development and Trade of Ukraine "Procedure for the development of the project for the implementation of which the state support may be provided" № 724 of 19 June 2012;

– order of the Ministry of Economic Development and Trade of Ukraine "On approval of guidelines for the development of the project for the implementation of which the state support may be provided" № 1279 of November 13, 2012 and others.

Among the regulatory acts governing the expertise procedure should be noted the resolution of the Cabinet of Ministers of Ukraine from 31.10.2007 № 1269. "On approval procedure of investment programs and construction projects and their state expertise", which states that "programs and projects regardless of funding sources are subject to compulsory comprehensive state expertise (with the exception of construction projects approved by list approved by the Ministry of Regional Development of Ukraine".

State projects' expertise is carried out by expert organizations regardless of ownership that meet the criteria set by the central executive authorities. Experts on construction, sanitary and epidemiological welfare

of population, environment, labour protection, energy saving, fire, technological, nuclear and radiation safety and others are involved into this expertise.

The process of conducting of the state expertise according to resolution of the Cabinet of Ministers of Ukraine "On approval of the Procedure of investment programs (projects) state expertise" № 701 of June 9, 2011 [16], involves getting by the body that conducts the state expertise, an expert opinion on the results of the Ministry of Economic Development and Trade of Ukraine in accordance with legislation order.

State expertise of the investment project must consider standards on sanitary and epidemiological welfare of population, environment, labour protection, energy saving, fire, technological, nuclear and radiation safety.

The main principles of conducting the state expertise are:

- the necessity of the state expertise on the subjects set by law and other regulatory acts;
- competence and objectivity of expert organizations and experts;
- independency of expert organizations and experts on the exercise of their powers and non-interference in activities of persons representing the interests of the customer of state expertise;
- the legitimacy of expert procedures;
- completeness of expert research meets modern international standards of scientific, technical and technological knowledge taking into account the norms and rules of technical, environmental and economic security, international standards.

The list of objects of expertise are constantly exposed not only to investment projects in the industrial and socially-significant projects and projects of various government plans, programs, concepts, but other documentation that may affect the environment.

This leads to the fact that today the main expert in a particular field of activity is any official. The difference between public and independent experts is in expertise subject, and the difference between estimated, judicial and environmental expertise is determined by the expertise object. Thus, environmental, judicial and estimated expertise

can be under certain conditions, public, independent or community.

Based on the results of this work expert opinion is done, based on which the tender committee makes final decision.

3. Measures to improve the comprehensive projects' expertise

Currently, the conducting of the expertise and the need for expert work practically is not objectionable. Expertise are held in various areas of public activities in deciding fairly wide range of tasks. Expert organizations must have no other statutory activities than the expert and certification activities. Creating an extensive network of independent expert organizations will not only significantly reduce the risk of errors, but will allow avoiding possible accusations of bias decisions and corruption. The division of powers between state and non-state expert organizations – is a problem that needs solving. Currently, there is a tendency to create their own specialized expert services in every department.

The difference between public and independent experts is in expertise subject, and the difference between estimated, judicial and an environmental expertise is determined by the object of the expertise. Thus, environmental, judicial and estimated expertise can be, under certain conditions, state, independent or public.

The legislation of Ukraine is currently has no single concept for expert activities.

Today expert activities in Ukraine is regulated by complex laws and regulatory acts, though many issues on expert activity are still unresolved:

- who has the right to perform expertise;
- what requirements must meet the expertise subjects;
- how should training of experts be organized;
- how to provide the legitimacy of examination results in Ukraine and abroad.

The main requirements for the recognition of the expertise results is scientific validity of used tools and the recognition of its the leading experts in this particular kind of expert activities.

Thus, the used methods, standards, rules and procedures of expertise should allow achieving, when used by different actors

of expert activity, the repetition of expert research results in similar conditions and should be recognized by society and the state.

The main legal issues of expert activity, peculiar to Ukraine are:

- the possibility of coordination of experts' activities at different levels is not regulated and not assigned;

- to solve the problem of corruption in public administration sphere, which affects an expert activities;

- lack of training of experts on the projects' expertise;

- experts do not always have the proper license for the expertise in a particular area;

- violation of the procedure of expertise often leads to negative legal and social consequences.

The measures to improve the comprehensive projects' expertise:

- it is necessary to establish a regional network of projects' expertise centers;

- it is necessary to determine the criteria requirements for expert examination - a necessary amount of knowledge, skills and competencies;

- it is necessary to select the experts and organize training of experts - estimation, audits, crisis management studies and give the relevant certificate;

- to unify and consolidate regulatory the expertise procedure;

- it is necessary to develop methodical and methodology for the organization of expert activities;

- to create a special information database, offering model projects of different legal acts in regions;

- to create regional centers of expertise for the improvement of expert work;

- it is necessary to develop scientific criteria for expertise quality;

- it is necessary to establish and adopt the Law "On the basis of expert activities";

- to define the concept: expert, expertise and expert activities and others;

- to identify the types of expertise and experts: state, non-state, public;

- to identify the expertise subjects, and on what grounds they can be considered experts;

- who regulates expert activities, and in what form and at what stages it occurs;

- to develop requirements necessary for admission to exercise expert activities;

- to present condition and the grounds of termination of an expert or expert organization activities.

- to develop a methodology for implementation of expertise and project management in public authorities and local self-government bodies.

- to develop a new organizational and legal mechanism of complex expertise and project management at the regional level using project management information systems.

Summary

State projects' expertise – is a complex and multifaceted process in which many methods, standards and criteria for project management, types and directions of projects' expertise are used. State management of investment projects is that the state at the macroeconomic and regional level forecasts, plans, organizes, promotes and regulates investment activities of objects through the implementation of investment socially- significant projects. Conducting comprehensive state expertise of investment projects in the public sphere every year becomes more urgent for both the state in general and in within implementation of regional projects and programs.

Methodical approaches began to be developed and governed by model laws and regulatory acts that have been adopted by the CIS countries, and should take into account international standards of project management and foreign experience of state expertise of projects in the public sphere.

Improvement of methodical approaches should apply to different branches of state expertise of investment projects in building in construction, scientific and technical expertise of innovation projects and budget projects' expertise implemented under the state guarantees. The urgency of these problems is explained by the necessity of improving the organizational and legal mechanism for a comprehensive expertise of projects, the creation of regional centers of expertise and project management, looking for new forms, approaches and methods to hold the expertise of socially-significant projects in the public sector.

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AS A RELEVANT COMPONENT OF THE INFORMATION SOCIETY ERA****Introduction**

The modern world is rapidly entering the era of information society or "knowledge society", in which the main role is played by information management. Leading countries of the world are actively translating their public administration systems on a digital basis and consider digitalization as a driver of new paradigms and concepts of public governance and a priority national strategic goal. After all, "digital transformation is the essence of the changes taking place in the development of society. It has covered all countries, all spheres of social and human life, has become a task and direction of social and economic progress. This process, this phenomenon today has a number of names - digitalization, digitalization, digital globalization, Industry 4.0 (Germany), Society 5.0 (Japan). These and other terms have the appropriate justifications, which reflect the changes in human history, which is impossible not to notice" [2, c. 132].

In the new digital world, a new understanding of the essence of public governance processes is emerging, which is based not on bureaucratic administration or even a customer-oriented approach of the "service state", but on the vision of public administration as a digital technological platform for networking and interaction. institutions and citizens and civil society organizations. According to researchers at the Russian Academy of National Economy and State Building, digitalization "may be the basis for further mastering the principle of governance by results", as it overcomes its previously identified limitations. close to real time. Artificial intelligence is not limited in the perception of a large number of indicators and is able to process thousands of different parameters and choose the best solutions. The Internet of Things allows you to collect data and automatically adjust

actions. Distributed registry technologies eliminate the possibility of distorting data on the results achieved" [11, c. 6].

Digitalization as a process of globalization brings states both new opportunities for a "jump-like transition" to a new civilization, and new threats to national sovereignty in national security. Thus, the study of the genesis, conceptual foundations and basic aspects of digitalization is relevant both from an academic and scientific point of view, and managerial and applied, the need for which is urgent for both government agencies and society as a whole.

Analysis of recent research and publications.

Digitalization, as a dominant trend in the global information space, is the subject of research by many foreign and domestic researchers. In particular, it is necessary to single out such scientists and experts as M. Burhard [12], P. Dunleavy, H. Margetts, S. Bastow and J. Tinkler [13], T. Byrkovych, V. Byrkovych and O. Kabanets [1], O. Konyukova and S. Letunov [3], V. Kuybida, O. Karpenko and V. Deputy [4], I. Lopushinsky [5], I. Pechenkin [6], G. and M. Razumei [7], O. Bukhtiaty, O. Radchenko and G. Golovchenko [8], E. Kholodnaya [9], E. Dobrolyubova, V. Yuzhakov, A. Efremov [11], S. Kvitka, N. Novichenko and N. Gusarevich [2] etc.

These researchers consider from the author's point of view various aspects of the transformation of public administration systems in the context of digitalization, the role of digital technologies in the development of public administration, transition to new models of public administration: "service state", "digital government", "smart government" and more. Through their creative work, the red thread is the belief that in today's world "mechanisms of public administration and administration in the field of

digital transformation should be systematically improved, as digitalization should be the main tool to achieve Ukraine's strategic goal - economic growth, welfare, comfort and quality of life. population of Ukraine at the level of European countries" [1].

At the same time, the rapid development of information and communication technologies and the emergence of new and new digital tools, platforms and software requires scientists to search for new conceptual foundations and innovative aspects of digitalization (digitalization) of public administration, which is the purpose of this publication.

Presentation of the main material of the study.

The new digital age in the context of the science of public administration is leading to a radical transformation of traditional systems of public administration, when "outdated and archaic principles of transforming public into public administration through administration and prohibitions alone must be a thing of the past." and effective development, as proven by scientists and practitioners. The possibility of democratic dialogue between the government and the citizen, strengthening the possibilities of public control through appeals against decisions and management services of public authorities should be a recipe for further change. It is necessary to change the very structure and algorithm of management mechanisms" [6, c. 83]. Professor I. Lopushinsky shares this view: "Digital" technologies in the public sector of Ukraine are the basis for its reform and a potential example for the whole country of how to take advantage of the "digital" world. The synergetic potential of social, mobile, "cloud" technologies, as well as data analysis technologies and the "Internet of Things" together can lead to transformational changes in public administration and in general, ie make the public sector of Ukraine efficient, reactive and valuable" [5].

It is worth noting that historically, the transition to the information "digital society" is extremely short-lived and rapid. This process has been going on directly for the last 30-50 years, although scientists have its origins in the depths of the ages.

Thus, O. Bukhtiaty, O. Radchenko and G. Golovchenko count the "first information revolution" from the biblical "In the beginning there was a word". After all, "mankind's mastery of this powerful tool of virtualization, description and abstract understanding of the environment became in fact the first Information Revolution and the starting point of our next absolute domination of the planet. And from the very beginning of the emergence of language, framed in words and sentences of knowledge - information as such - have been one of the strongest sources of power [8, p. 4]. In turn, the German researcher Martin Burkhardt dates back to 1746, when Abbot Jean-Antoine Nolle first conducted an experiment on the instantaneous transmission of electricity to the Leiden Bank at a distance of 600 meters [12, c. 9-12].

However, from a purely scientific point of view, the concept of "Digital Era Governance" was first proposed in 1991 by P. Dunleavy, H. Margetts, S. Bastow and J. Tinkler as a transition from New Public Management to more modern "digital" management based on "customer-oriented" integrity (holism - the philosophy of integrity that underpins the reorganization of management to meet the needs of all client groups) and digitalization (using the potential of digital storage and digital communications to transform management) [13, c. 6].

This transition over the last thirty years has taken place in three main stages.

The first stage is referred to as digitization and in essence is the introduction of state structures in the process of translating business information from analog to digital format. In Ukraine, this stage is mostly referred to as the stage of informatization, during which information and information and communication technologies began to be widely used in public administration structures, primarily for operational actions to search, select, obtain, accumulate necessary information, register, store, process, transformation, destruction, renewal, transfer, replication, distribution, etc.

The second stage is referred to as digitalization, in essence, it determines the large-scale introduction of digital data and tools in the current activities of public authorities,

primarily in the circulation of documents.

This is the stage of creation and functioning of a fundamentally new tool of public administration - "e-government". The goal of e-government, which is becoming digital, experts say is to improve the efficiency of government work with citizens, businesses and other institutions and reduce the overall cost of time and money [7, c. 140]. According to G. and M. Razumei, "Ukraine began to implement elements of e-government in 2003 through the e-government information system and a number of regulations that have not been fully implemented. However, it can be stated that no significant steps have been taken. was carried out, as in 2010, after the adoption of the Concept of e-Government in Ukraine, despite the existence of certain specialized bodies - the National Center for e-Government Support and later the State Agency for e-Government of Ukraine. [7, c. 141].

The third stage in European sources is called the "Digital Agenda" and it is a logical continuation of the evolution of information and communication technologies based only on digital (discrete) signals, which creates ample opportunities to develop and implement online platforms for effective digital governance. This stage symbolizes the transition from the modern model of New Public Management to Digital Era Governance, which aims to "qualitatively change the content of public administration, including certain procedures, stages of the management cycle, public functions, their composition and types, and such a change should lead to quality, efficiency and efficiency of public authorities and administration, as well as providing greater justification for state intervention, while reducing the overall role of the state as a whole" [3, c. 78].

In Europe, Denmark, the United Kingdom and Estonia are recognized as leaders in the transition to full digitalization of public administration systems. Thus, since 2004 Denmark has been actively investing in the digitalization of public authorities. And since 2015, the interaction of citizens and businesses with government agencies is carried out only through the Internet. Country-level authorities and municipalities are connected in a single network, which allows

you to interact with all departments through a single personal account. Every public authority or civil servant can be accessed online, and every citizen has a specific digital signature to "sign" important documents [9, c. 195].

Another leader in the implementation of "digital government" is the United Kingdom, which in 2017 introduced a new strategy for digital technology (Digital Strategy) in seven areas of "leading digital economy" in the world, where one of the areas is "digital government". According to the Government Transformation Strategy, there are 5 main goals of its implementation (achievements):

- 1) providing world-class digital services and transforming government practices, from the foreground to the back office, in a modern and efficient way;
- 2) development of high skills in the use of ICT and improvement of Internet culture in civil society and business;
- 3) creation of new digital tools and simplification of procedures in the public sector, increasing the efficiency of civil servants;
- 4) more efficient use of data not only to ensure transparency, but also to ensure the transformation of the public and private sectors;
- 5) creation, functioning, iteration and implementation of effective joint platforms (bases) of digital governance and use of multiple opportunities for business to accelerate transformation on the basis of common open standards, templates [15].

The experience of such a post-Soviet country as Estonia is noteworthy, where today more than 90% of administrative services in the public sector are provided to citizens automatically on digital platforms.

It should be noted that Ukraine is only at the initial stage of the third stage, or rather – at the stage of its proclamation, but not the transition. Thus, in 2016, the program "Digital Agenda of Ukraine 2020" was developed, which was adapted to the Digital Agenda of the European Union, and which provided for the transition to digitalization of public administration and the economy. The mission of this program was proclaimed the slogan: "Digital technologies – the basis of Ukraine's prosperity; the area that deter-

mines the essence of transformation in the country – for a better life, work, creativity, learning, recreation" [10]. However, most of the program tasks remain unrealized (except for the development and deployment of the government portal "Action").

Digital transformation of public administration systems is "not just automation and optimization of certain processes of public functions, including the provision of public services, implementation and use of certain modern ICT in the interests of public authorities. Digital transformation is designed to qualitatively change the content of public administration including its individual procedures, stages of the management cycle, public functions, their composition and types, and such a change should lead to improved quality of public administration: providing greater justification for public intervention (and reducing the role of the state as a whole) [12, c. 104].

It is believed that digital transformation and "digital governance" - smart government (by analogy with the latest concepts of Smart Home and Smart City) will translate the vast majority of public and public services into a purely digital format, which will completely exclude the participation of civil servants at this stage at any stage, automate and significantly speed up the process of obtaining any administrative service by a citizen. The very philosophy of public

administration will change, the departure from administration and widespread use of tools "service-oriented interaction of public authorities and citizens, evolving from informatization to digitalization of public administration and local government, while the concept of e-government is positioned as an intermediate stage of modern management transformations" [4, c. 6].

Thus, "digitalization of public governance is a process of digital transformation in the public sphere (in the context of radical transformation of public authorities), which will lead to an abrupt transition to digital governance through digital technologies (digital workplace tools, artificial digital intelligence, standard management decisions, blockchain, smart, portal, cloud, network services, etc.)" [4, c. 7–8].

he world-famous American analytical company Gartner, which specializes in information technology market research, offers its own, more detailed and quite interesting periodization of the processes of digitalization of public administration systems. According to the analytical calculations of the company's specialists, the digital transformation of public administration systems - public administration will take place in five main stages, during which the transformation of four key parameters of governance will take place (See Table. 1.).

Table 1
Stages of digital transformation of public administration systems - public administration (according to Gartner classification Gartner) [13]

| Transformation Stage | E-Government | Open government | Data-centric government | Fully digital government | "Smart governance" |
|--|---|-------------------------------------|--|--|---|
| | Initiation | Development | Definition | Management | Optimization |
| Transformation parameters: | Contents of key transformation parameters: | | | | |
| Priority aspects | Compliance, efficiency | Transparency and openness | Subjective value | Complete transformation | System resilience |
| The main channel for providing public services | Public services portal | Public administration as a platform | Non-governmental platforms and channels | Use of various networks and channels | Automation replaces platforms and portals |
| Basic technologies | Service-oriented architecture | Open data, open public services | Opening all data, moving to managing | the Internet of Things as data | Smart machines (robotics) |
| Performance indicators | Share of services provided online | Share of open data in total data | Number of services provided on the basis | Share of data obtained on the basis of inter-machine interaction | Degree of reduction (optimization) of the number of provided services |

Researchers identify 3 main areas of digitalization in public administration:

The first (in the field of public administration) - digitalization directly of public administration and local government in terms of optimizing their procedural activities, record keeping, interaction with other structures and institutions of public administration. This allows you to automate a significant part of the document flow, reduce time and the amount of excessive processes of current administrative activities of civil servants, improve the quality of their work.

The second (in the field of public policy) - digitalization of interaction of public authorities with public organizations and citizens, expansion of administrative services provided online without the intervention of public officials, expanding the range of online tools for participation of citizens and their organizations in direct public administration processes, in particular, various forms of online democracy. This allows to significantly reduce the time and cost of citizens receiving administrative services, establish close feedback with local communities, consult with them on key issues of local development, involve citizens in joint action, which cumulatively increases the legitimacy of public authorities.

The third (in the field of state regulation) - digitalization of interaction between public administration and business on the principles of "single window", automation of various licensing procedures with the exclusion from their presence of government officials as a factor of subjectivity and potential corruption. This is intended to provide new incentives for the development of market relations and the revival of the national market. Therefore, in the context of the emergence of "digital" markets and economies, when citizens become de facto users of technology, government agencies must make strategic investments in ICT, otherwise they will not be ready for new models of interaction and service. The slow, protracted adoption of technological innovations in the "digital" era generally puts public institutions at risk, their costs increase, their inefficiencies increase, they become more and more unresponsive to the challenges of the times" [10].

In general, as noted by O. Konyukova and S. Letunov, "during digitalization, all stages of the management cycle will be provided with relevant and reliable information needed to make management decisions that will be focused on effective results, and these decisions will be made on the basis of The use of new technologies will also increase the availability of information, so the digitalization of public administration is now important" [3, c. 78].

All this highlights the need to accelerate the process of digitalization and digital transformation of Ukraine's public administration system, development and adoption of relevant state strategies and necessary legislation, as the only such document in Ukraine - "Digital Agenda of Ukraine - 2020" has expired, but in the vast majority of its provisions and remained unfeasible.

A new state Digital Transformation Strategy is needed. In this strategy, according to the team of authors of the Dnipropetrovsk Regional Institute of Public Administration of the National Academy of Public Administration under the President of Ukraine, it is necessary to provide a set of tasks and measures to digitize public administration with a focus on their performance, in particular:

– transition from the responsibility of agencies for the preparation and submission of reports on the results achieved to their responsibility for posting data on the results achieved, which are formed mainly automatically on a single platform, and decision-making based on this data;

– expanding the use of "big data" for the purposes of economic policy making, formation of official statistics, revenue administration, audit of the effectiveness of budget expenditures and the implementation of other government functions, taking into account the proposals of business associations;

– expansion of methods for assessing the effectiveness of government agencies: the transition from binary evaluation "completed - not implemented" to the use of predictive analytics, sample controlled inspections, other analytical methods based on artificial intelligence technologies;

– the use of digitalization as a tool for optimizing budget expenditures: the introduction of the practice of calculating transaction costs and estimating their reduction through digitization [2, c. 140].

Conclusions.

The transition of mankind to the era of information society is rapid and irreversible, it affects all spheres of human activity and, above all, public and public administration, where digitalization will take place at an accelerated pace and become a major tool for state functions and administrative services. Public administration of the new era will have a networked automated nature, which will eliminate corruption and subjectivity in public administration decision-making pro-

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processes, improve the quality of public services provided to citizens, minimize the cost of maintaining civil servants and generally increase efficiency and effectiveness public authority.

Under such conditions, Ukraine, which is currently out of the mainstream of global digitalization of public administration systems, must urgently catch up and reduce the "digital divide" from the world's leading countries, for which it is necessary to adopt strategic legislation (concept, strategy, roadmap, Digital agenda of Ukraine, etc.) to develop appropriate public policy and carry out a full-scale digital transformation in the practice of public administration.

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STATUS OF IMPLEMENTATION OF THE ASSOCIATION AGREEMENT BETWEEN UKRAINE AND THE EUROPEAN UNION IN THE FIELD OF YOUTH POLICY IN UKRAINE

Introduction

Implementation of the Association Agreement between Ukraine and the European Union in the field of youth policy requires the creation of a new system for implementing such a policy through the introduction and adaptation of youth policy indicators adopted in the EU. Research on youth is a major tool for youth policy support, knowledge gained from scholars should help develop a well-founded policy. The appropriate definition of tasks and needs, the search for tools for problem solving and the evaluation of policy effectiveness are mechanisms used in the process of policy formation at all levels.

Analysis of recent research and publications. The Ukrainian scientists Y. Borodin, O. Radchenko, G. Koval contributed significantly to the study of the formation of youth policy in Ukraine. The youth policy as a whole and aspects of such policies in the EU countries have often been the subject of research by scientists and scholars, among which one should mention: L. Krivachuk, I. Parubchak, R. Starozhuk, S. Tolstoukhov, etc., but the system existing today the implementation of youth policy does not measure either the effect or the quality of program implementation, and therefore in the context of the implementation of the Association Agreement between Ukraine and the European Union in the field of youth policy urgent need is the development of National Indicators youth policy based on theoretical and methodological principles for assessing the quality of youth policy in the countries of the European Union.

The purpose of the article. To highlight the main problems of improving the system of youth policy in Ukraine in order to adapt

its vectors and to formulate indicators of implementation to the standards of the EU youth policy.

General description

The Association Agreement between Ukraine and the European Union, which provides for the creation of a political and economic association between the two parties, was ratified by the Verkhovna Rada of Ukraine in September 2014, while the government approved the Order «On Implementation of the Association Agreement between Ukraine, on the one hand the parties, the European Union, the European Atomic Energy Community and their member countries, on the other hand. «The agreement also identifies common priorities for education and youth policies based on a multidisciplinary approach [6].

In spite of this, Ukraine's cooperation with the EU in the field of youth policy has a rather long history, for example, the association «National Youth Association - Ukrainian Youth Forum», created in 1995, is a member of the European Youth Forum [3]. According to an analytical review of the Council of Europe from 2013 on youth policy, the Ukrainian Youth Forum includes 16 All-Ukrainian children's and youth organizations. In turn, not only promote a healthy lifestyle among children and young people, but also contribute to the socialization of children and young people in society, as well as help in the implementation of the latest technologies, innovations, development of youth entrepreneurship, preservation of ecology and democratic development of the state. In addition, the structural unit of the organization «European Youth Parliament - Ukraine», which is one of the most dynamic

youth organizations in Europe, is represented in 39 countries of Europe. In Ukraine, this organization is actively organizing national and regional conferences, training and seminars on youth issues, and selects delegates representing Ukraine at international and regional events of the European Youth Parliament [2].

The Ministry of Youth and Sports of Ukraine is responsible for the formation and coordination of youth policy, as well as the promotion of healthy lifestyle and sports. Thus, the Ministry is responsible for the harmonization of legislation on youth and sports with EU standards. In accordance with the Decree of the Cabinet of Ministers of Ukraine dated September 17, 2014, No. 847-r «On the Implementation of the Association Agreement between Ukraine, on the one hand, and the European Union, the European Atomic Energy Community and their Member States, on the other hand» there should be a mandatory review of youth law and policy. Therefore, the analysis of gaps in legislation will be the first step in the process of harmonizing national legislation and policies with EU standards [6].

Starting from 2014, the Ministry of Youth and Sports of Ukraine annually, by its order, approves the «Action Plan for the Implementation of the Association Agreement between the EU and Ukraine», these activities are developed on the basis of youth policy documents, policies and strategies adopted in Ukraine and in the EU with the help of Framework Cooperation Program in the field of youth policy for 2014-2015, signed by the Youth Council of the Council of Europe and the Ministry of Youth and Sport of the Russian Federation of September 29, 2014, and the European Charter for the Participation of Youth in Local and Regional Life [7].

The revised European Charter on the Participation of Youth in Local and Regional Life adopted in 1992 (new editions adopted in 2003 and 2008) provides comprehensive management of key components of youth participation. Already in the preamble to the Charter, the active participation of young people in decision-making and activities at the local and regional level

is important if the goal is to build a more democratic, solidarity and prosperous society. Participation in the democratic life of any community is not limited to voting or nominating elections, although this is very important. Participation in society and active civic stance presuppose the availability of rights, means, space and opportunities, and, where necessary, support for participation in the decision-making process and the impact on this process, as well as participation in any form of activity for the purpose of building a better society [1].

It identifies the following components of effective youth participation:

- education and training programs in schools that encourage young people to participate;
- youth education through engagement;
- informing young people about the right to access information and their rights to participate;
- promoting the involvement of young people through information and communication technologies;
- promoting the participation of young people in the media;
- assistance to youth organizations and youth participation in NGOs and political parties;
- institutionalizing the participation of young people in local and regional affairs (for example, through youth councils, parliaments and forums).

So, local and regional authorities in the EU that are closest to a young person are called to play a very important role in attracting young people. At the same time, local and regional authorities should ensure that young people not only hear and learn about democracy and civil society, but also have the opportunity to apply this knowledge in practice. However, the participation of young people in the life of society is not limited only to the formation of active citizens or the building of democracy in the future. In order for participation in the life of society really made sense to young people, it is extremely important, so that they can influence decisions and actions at a young age, and not only at a later stage in their lives. Thus, by supporting and stimulating

the participation of young people in public life, local and regional authorities promote the social integration of young people, helping them to overcome not only the problems and difficulties of young people, but also the challenges of a modern society, which is often dominated by impersonality and individualism. However, in order for youth participation in public life at the local and regional level to be successful, constant and meaningful, more than the development or reorganization of political or administrative systems is needed. Any policy or action called to increase the participation of young people in the life of society, should provide a cultural environment that respects the youth and takes into account the diverse needs, circumstances and aspirations of young people. Also, the Charter deals with how to support the participation of young people. It is emphasized that in order to achieve real participation of young people it is necessary to provide a young people with a certain set of tools. It involves the development of a system of training young people on issues of participation in society, constant informing them, providing them with means of communication, supporting their life plans and recognizing the right and attention to the readiness of young people to devote themselves to the service of society and unpaid labor.

Attention is drawn to the fact that participation can only be considered as fully valid if the role of young people in political parties, trade unions and associations is recognized and, most importantly, when efforts are made to support youth associations created with participation and by themselves. young people After all, youth organizations created and managed by young people themselves are an ideal opportunity for young people to gain knowledge and experience in participating in public life. In these groups, young people have a real opportunity to express their opinions when deciding what they want to do, and this will allow them to take full responsibility for their own affairs. Every young person should have the opportunity, if desired, to join a youth group or create a new one.

The Charter stipulates the basic principles on which youth work should be based:

the participation of young people in public life at the local and regional level should become part of the overall policy of involving citizens in public life; sectoral policies should include a youth dimension; in this regard, local and regional authorities must comply with the provisions of the Charter and ensure in practice the various forms of participation that will be determined by agreement and in conjunction with young people and their representatives; the principles enshrined in the Charter and the various forms of participation apply to all young people without discrimination. The Charter defines the main directions of youth policy at the local and regional level, which should be actively involved in youth.

This policy is about:

- sports, leisure and public life;
- supporting youth employment and combating unemployment;
- urban and living environments, housing and transport;
- education and training that promotes young people's participation in society;
- mobility and exchanges;
- health care;
- gender equality;
- special policies for rural areas;
- access to culture;
- sustainable development and environmental protection;
- combating violence and crime;
- anti-discrimination policy;
- politics in relation to sexual life;
- access to rights and law.

In addition, the Charter draws attention to the fact that in order to support the participation of young people, certain structures should be created, which should be supported, such as youth parliaments, youth councils, youth forums, etc. They may have different forms, depending on the needs of young people and the interest of the authorities. In all these structures, an equally positive result can be achieved, provided that young people are treated with respect and as equal. It is extremely important for these structures to be flexible and able to change depending on the needs and perceptions of young people involved in their activities. All structures should include representatives of young people of different origins

and different life situation. In order to ensure that young people have a real opportunity to express their views in making decisions and engaging in actions that affect their interests, these structures should be permanent, rather than gathered only from time to time.

In order for these structures to work effectively, it is important that the government allocates financial support to them and provides the opportunity to use material and technical means. It should be emphasized that, before the beginning of the new century, certain progress was made in the development of European youth policy. However, the economic and financial crises and their consequences have led to the adoption by the European Commission in 2009 of the new Youth Policy Strategy «Youth - Investing and Empowerment» [1, 4]. The strategy recognizes that young people are the most vulnerable in society, especially in times of economic and financial crisis, while in the European ageing society, this category of people is the most important resource. The new strategy emphasizes the importance of working with young people and identifies areas for improving the youth policy implementation in the European Union, particularly in crisis conditions. The strategy is cross-sectoral, with both short-term and long-term measures addressing key policy areas affecting young people in Europe: education, employment, creativity and entrepreneurship, social inclusion, health and sports, community participation and volunteering. The new strategy emphasizes the important role of youth policy and identifies measures to enhance its effectiveness at the EU level.

The strategy is based on a two-way approach:

- on the one hand, investing in young people - an increase in the amount of resources provided for the development of industries that have a daily impact on young people and ensure their well-being;
- on the other hand, the empowerment of young people - the development and use of the potential of young people for the renewal of society, the realization of European goals and values.

But it aims to:

- creation of wider opportunities for youth in education and employment;
- full participation of all young people in the life of society;
- development of solidarity between youth and society.

So, the last two goals of the three goals defined by the Strategy directly indicate the priority of the youth participation development. A key approach is to empower young people with the rights and opportunities to address the many challenges they face in today's globalized world. The new strategy is a timely response to these challenges and opens the door to a new era in the youth policy development at the EU level. The strategy has identified the priorities of youth participation for the next three years. The goal is to ensure the full participation of young people in society through the involvement of young people in community life at the local level and in different forms of representative democracy, support for youth organizations and other forms of participation learning, encouraging the participation of unorganized youth and ensuring the quality of information services.

The actions of the EU Member States and the European Commission for Youth Participation are also planned:

- development of quality standards for youth participation, information and counseling; - further political and financial support of youth organizations, national and local youth parliaments;
- promotion of «e-participation» with a view to wider involvement of unorganized youth;
- further development of opportunities for dialogue between European, national institutes and young people. [4; 8].

Thus, it should be emphasized that youth policy in most European countries is aimed at helping young people enter the labor market and promotion of development their civic activity. In the process of youth policy implementing, some countries pay more attention to preventing social problems that affect young people most. Other countries are not focused on problems, but are guided by providing wider opportunities for

young people. An opportunity-based approach seeks to create a universal policy based on the concept that young people are a resource. On the contrary, youth policy targeted at target groups is based on the principle that young people are a problem or a potential problem. The main task of the European youth policy is to create conditions for a positive transition from youth to adult life, which is characterized, above all, by independence and responsibility. This means that youth policy should be guided by support for the independence and initiative of young people, for the creation, firstly, of opportunities for young people, and secondly, for the formation of resources and motivation to use these opportunities.

Thus, the promising direction of the transformation of legislation that regulates educational youth projects in accordance with the current demands of the community was the participation of Ukrainian youth in two accessible areas of the EU program «Youth in Action» for 2007-2013: exchanges, trainings, seminars and the European volunteer service, realization of the above-mentioned order of the Cabinet of Ministers of Ukraine dated September 17, 2014, No. 847-p, which envisages expanding Ukraine's participation in the EU program Erasmus +, which will operate for the period until 2020, as well as the introduction of a new Ukraine Education Law, dated September 5, 2017, in the context of introducing options for non-formal education of youth outside of educational institutions. [4; 7]

The objectives of the Erasmus + Youth Program include:

- improving the level of key competences for young people, including those with fewer opportunities;
- promoting participation in democratic life in Europe and in the labor market, active citizenship, intercultural dialogue, social integration and solidarity;
- stimulating qualitative improvements in working with youth;
- complementing reforms at the local, regional and national levels, supporting the development of knowledge-based and evidence-based reforms in the youth field and

recognizing informal and non-formal education.

It should also be noted that in the framework of the «Youth in Action» program in 2012, a new initiative of the EU «Youth Window of the Eastern Partnership» was launched, which provides support to the Eastern Partnership countries in encouraging active participation of young people in society and the economy. This initiative provided the opportunity to attract additional funding to support more youth projects and participants from six Eastern Partnership countries. The Eastern Partnership Youth Window offers opportunities for direct funding of youth NGO projects within the Erasmus + program, involving organizations and participants from Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine.

Such projects are funded within the framework of a key activity, namely, the development of youth potential in the Erasmus + program: Youth potential development projects have broad objectives, including the improvement of leadership, management, innovation capacity and internationalization of youth organizations in the Partner countries of the Program, as well as promoting new forms of learning and new approaches to work with youth.

Activities supported by capacity development projects include a dialogue on reform, cooperation, networking of useful contacts and contacts, conferences, seminars, meetings, large youth events, awareness-raising campaigns, development of methods, tools and materials for work with youth as well as youth work programs, training programs and documentation tools, the creation of new forms of work with youth, training and support, and mobility activities (Youth Exchange Programs, European Volunteering Service and Mobility of Young Workers between Program Members and Partner Countries Compliant Programs) [8].

Therefore, the main principles of state youth policy in modern Ukraine, as well as in other similar states, should be:

- a) development and provision of basic political, economic legal guarantees for the implementation of their rights and freedoms;

b) creation of favorable conditions for realization of potential opportunities of youth in work at the expense of own activity;

c) providing young people with social guarantees regarding the acquisition of education, a particular profession, the development of autonomy, activity and entrepreneurship;

d) development of youth initiative, youth movement, increase of participation of young people in public and political life.

The proposed principles, in the end, provide an opportunity to create the conditions for the youth themselves to be an active subject of state youth policy. It is therefore natural that the Law of Ukraine «On the Promotion of the Social Formation and Development of Youth in Ukraine» (Article 2) states that the most important principle of social formation and development of young people is «the direct participation of young people in the formation and implementation of policies and programs concerning society» in general and young people in particular «[5]. And further (Article 2, item 5) stated the principle of «State responsibility for creating conditions for self-development and self-fulfillment of youth» [5]. Recall that in many countries, especially European, the state youth policy is being developed

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on the basis of the principles and principles described and is practically implemented today.

Summary

Consequently, in Ukraine today, there are wider opportunities for involving young people in public life, their active participation in economic, social, political and social processes. At the same time, both the youth and other branches of the regulatory - legal sphere are directed. However, this is only one of the components of the process of implementing an effective state policy for active involvement of young people in public life, which requires the reinforcement of organizational, personnel, financial, material, and informational resources from public authorities and civil society institutions.

Taking into account the aforementioned priority lawmaking activity in the field of youth policy of Ukraine, there are currently:

- realization of the state program of youth policy for the period till 2020;
- realization of the program of development of physical culture and sports of youth in Ukraine for the period till 2020;
- elaboration of the draft Law of Ukraine «On Youth ...» as the basis for the future of the Youth Code of Ukraine and its implementation [6; 7].

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STATE REGULATION OF THE REGULATORY BASIS OF TERRITORIAL DEFENSE: FOREIGN EXPERIENCE

Introduction

The experience of military conflicts in recent decades shows that the nature of armed struggle is undergoing significant changes. They are based on information technologies that involve manipulation of the protest potential of the population in combination with military measures of a precautionary nature in the form of military assistance to extremist and terrorist organizations, causing damage in the form of man-made disasters and natural disasters. Under difficult conditions, the role of preparing and conducting territorial defense as the most important element in protecting the sovereignty of the growing state. During Russia's aggression in eastern Ukraine, in order to create a reliable system of territorial defense (TD) in Ukraine and the proper organization of national resistance, it is necessary to know the features of these structures in neighboring countries that could potentially pose a threat to Ukraine's national security and territorial integrity. We consider it necessary to focus on the legal features of the activity of his military institution of society.

Analysis of recent publications and research. Considering the importance of the topic of formation of the system of territorial defense, scientific research on this topic in Ukraine is quite relevant and is demanded by the Ukrainian Defense Ministry, the scientific community of the country, civil society.

The scientific works of V. Govorukha, I. Savka, V. Badrak, L. Bobrytsky, P. Vorona, A. Semenchenko, G. Sytnyk, S. Krivonos, S. Ovcharenko, S. Yanyuk and others are devoted to this topic. In the development of the mechanisms of state management there is an emphasis in research on the concept of "territorial defense" by studying: the powers of the Cabinet of Ministers of Ukraine in the field of defense (V. Zolka, L. Bobryt-

sky); legal bases of defense organization in Ukraine (P. Yefimov, I. Savka, T. Stukalin, V. Shariy); development of the defense planning system (F. Saganyuk, V. Sokurenko, R. Fedorenko); formation of models of such planning (G. Yefimov, M. Seredenko); places and roles in the national security system (V. Frolov); development of each stage of formation and development of TD (L. Gerasimenko, O. Music); participation of citizens and the UBD NGO in the defense of their territory and state (B. Levyk, M. Zverev, P. Vorona, V. Kryvoshei); security sector reform (L. Bobrytsky, V. Vdovenko, I. Savka).

Scholars P. Vorona and I. Savka draw attention to the role of civilian control over the power structures of the state as a factor of national security in the country, which also plays a significant role in shaping the territorial defense system, including NGO UBD [2-3].

Researcher S. Yanyuk notes the importance of the application of mechanisms of state regulation of territorial defense by foreign countries in the activities of subjects of state regulation, which provides the possibility of their improvement and increasing the defense capacity of Ukraine [6].

Valentyn Badrak, director of the Center for Army Research, Conversion and Disarmament Studies, points out the need for further legislative ordering and formalization of the development of military technical cooperation. He noted: «This issue is not only right, but also has a vital importance for the future of Ukraine. In particular, the strong Ukrainian national opposition is the most annoying for the Putin Kremlin and prevents it from launching a large-scale attack on Ukraine. In addition, the very unification of all Ukrainians around the struggle against Russian domination can form the grain of a true national idea»[1].

Military Security Strategy (which needs to be updated) requires the implementation of a system of all-round defense to be adopted by the Ukrainian parliament, the draft law «On the Basics of Territorial Defense», which would envisage active development of the territorial defense system based on the principles of deterrence, resistance and mutual cooperation, which would ensure military security, sovereignty and territorial integrity of the state in accordance with the Constitution of Ukraine and within the state cordon of Ukraine. Moreover, the construction of a new TD system should contribute Ukraine's integration into the Euro-Atlantic security space and NATO membership as much as possible, and should envisage active participation in international operations to maintain peace and security in every region of the world. And the Law on military cooperation must clearly define the legal and organizational principles of national resistance, the principles of its preparation and conduct, the main tasks and powers of the security forces and defense forces. But its application will require additional efforts from the society for its legal unification and creation of an appropriate legal and regulatory field for implementation of its new provisions. Legislative efforts in this direction are difficult to overestimate.

The aim of the article is to investigate the legal basis of territorial defense of foreign countries to use their experience in building their own model of TD and in building a strategy of state defense of Ukraine.

Presentation of the main material. The research of the world experience in the development of the defense sphere (TD), especially in countries whose foreign policy threatens the existence of the Ukrainian state is very important for national security and instructive in the perspective of preventive measures. According to the current legislation of the Russian Federation, «territorial defense» - a set of military and national defense measures organized and carried out to protect the population, facilities and communications in the territory of Russia from enemy action, sabotage and terrorism,

creating favorable conditions for sustainable operation bodies of state and military administration, as well as the establishment and maintenance of states of emergency and martial law [3].

The training of the military command is carried out in advance and systematically in manner during peacetime. The overall leadership of the country's preparation for combat operations is carried out by the Government of the Russian Federation. The direct organizer of the training is the General Staff of the RF Armed Forces, which develops the training directive, coordinates it with the Ministries and Departments of the Russian Federation Government and controls its implementation. The main organizer of the TD in the RF Armed Forces is the General Staff of the Land Forces. The headquarters of military districts plan and carry out TD within the limits established by them. The bodies of executive power of subjects of the Russian Federation and bodies of local self-government take part in planning and provide performance of actions concerning TD.

According to the legislation of the Russian Federation, military and civil actions carried out to protect the population are a part of the military and general state actions, objects and communications on the territory of the Russian Federation against enemy actions and their acts of terrorism and sabotage, as well as for implementing and maintaining emergency and military posture. The main tasks of Russia's military forces include:

- reliable protection and defense of military, important state and special facilities and communications;
- protection of life support facilities and facilities that pose an increased danger to human life and health and to the environment;
- prevention and cessation of sabotage and terrorist acts, the fight against sabotage and reconnaissance groups, terrorist forces and enemy landings;
- participation in ensuring the state of emergency and martial law [4].

The general tasks of the organization of TD are determined by the President of the Russian Federation. Public authorities and management of RF subjects in cooperation with military management bodies ensure the implementation of laws and other regulations of the Russian Federation relating to TD, determine economic and communication facilities to be protected, take measures to protect and defend them; determine the necessary resources from the local budget; ensure law and order in the territories in the areas declared martial law.

The direct organization of the TD is entrusted to the military district. The commander of the TD of the military district decides on the organization of the TD and is responsible for its condition. He determines together with the command of the association (connection) of the types of the Armed Forces of the Russian Federation a list of important objects to be protected; agrees with the Plenipotentiary Representative of the President of the Russian Federation in the federal district, the command of the regional department of border TD, districts of internal TD, the regional center of the Ministry of Emergencies, the command of the railway TD corps (corps) composition of forces, means of management, support and other issues organizes the interaction of forces and means involved in TD; approves plans of military zones included in the military district; carries out direct management of conducting TD. TD zones are created in each military district, the boundaries of which are combined, as a rule, with the boundaries of the respective regions, territories and republics. The head of the TD zone is usually the military commissar of the republic, region, or oblast. TD planning is carried out in full at the headquarters of the military district and in the TD zone [6].

TD is carried out on a territorial-zonal basis. TD zones are being set up in each military district. The TD zone is an integral part of the territory of the military district, within which the TD is prepared and conducted. The division of the military district into TD zones is due to the need to increase the efficiency of solving the main

tasks of TD: protection and defense of important military, state, economic facilities and communications within the TD zone; fight against sabotage and reconnaissance, terrorist forces and enemy landings within the TD zone; ensuring, establishing and maintaining special legal regimes - wartime or state of emergency within the TD zone. The borders of the TD zones, as a rule, coincide with the boundaries of the administrative-territorial division of the Russian Federation. In the area of TD, areas of TD are established, which include one or more administrative districts, large administrative centers (settlements).

Forces and means for solving the tasks of the TD are allocated, if necessary, from units, military units of the 17th and institutions of the RF Armed Forces, the Russian FSB, the Russian Ministry of Internal Affairs and other prosecutor's offices and agencies with armed formations. Full-time and non-staff anti-sabotage units and units of strategic missile forces (RVSP) are involved in solving TD tasks only within the positional areas of missile divisions and in areas of deployment of important objects (control points, ranges, arsenals RVSP) [5].

The general management of the preparation and implementation of TD measures within the zone is carried out by the head of the military zone (usually the military commissar of the region), who is appointed by order of the commander of the military district. Management of the allocated forces and funds in the implementation of cover, strengthening the protection and defense of positional areas (objects) of the RVSP is entrusted to the relevant commander and his staff (chief of the object) [6].

According to the Federal Law (FZ) of May 31, 1996 №61-FZ «On Defense» (as amended) in Section V «State of War. Martial law. Mobilization. Civil defense. Territorial Defense (Articles 18-22)» is Art. 22 is devoted to territorial defense. It states that «territorial defense - a system of measures taken during martial law to protect and defend military, important state and special facilities that ensure the livelihood of the population, the functioning of trans-

port, communications and communications, energy facilities, facilities that pose an increased threat to human life and health and the environment, in the fight against sabotage and reconnaissance groups of foreign countries and illegal armed groups, to identify, prevent, stop, minimize and (or) eliminate the consequences of their sabotage, intelligence and terrorist activities in order to create favorable conditions for the facilities and use of the Armed Forces of the Russian Federation, other TD, military formations, bodies and special forces created for wartime»[4].

Emphasis was placed on the fact that territorial defense is conducted in the Russian Federation or some of its areas where martial law has been imposed, taking into account the measures taken during martial law. Procedure for organizing, deploying and maintaining territorial defense, functions of military management by bodies authorized to do so in the field of management of TD or military formations, including bodies and special formations created during wartime, federal executive bodies and their territorial bodies, executive bodies authorities of the RF, local governments and organizations in the field of territorial defense are determined by the Regulations on Territorial Defense of the Russian Federation [4].

St. 22 (on Territorial Defense) added paragraph 4, which states that in the RF, in the territories (parts of which) martial law is imposed, in municipalities where martial law is imposed, from the date of martial law in accordance with the procedure determined by the President of the Russian Federation, interdepartmental coordinating bodies (hereinafter referred to as the TD headquarters) are established.

In Art. 22, supplemented by paragraphs 5-6 states that «the activities of the headquarters of the TD are governed by federal laws, other regulations of the Russian Federation, as well as regulations of the constituent entities of the Russian Federation and municipal legal acts adopted to implement federal defense legislation».

And the heads of the TD headquarters are senior officials of the RF subjects (heads of the highest executive bodies of the RF subjects), local government officials who head the local administration (executive-administrative body of the municipality), who are personally responsible for the implementation of the assigned on them FZ and other normative legal acts of the Russian Federation duties in the field of TrO [4].

The Federal Law clearly defines that the tasks of territorial defense headquarters are:

- 1) ensuring the coordination of joint actions of bodies, formations and organizations that implement measures for territorial defense in the territory of the relevant subject of the Russian Federation, municipalities (territorial communities - bus);
- 2) ensuring the coherence of territorial defense measures with measures to ensure martial law, mobilization measures, civil defense measures and counter-terrorism measures carried out on the territory of the relevant subject of the Russian Federation, municipalities.

TD headquarters exercise the following main powers:

- 1) develop drafts of normative legal acts of the relevant subject of the Russian Federation, drafts of municipal legal acts of the relevant municipal entity (territorial community - author) on the implementation of measures on SR;
- 2) ensure the implementation of measures for SR on the territory of the relevant subject of the Russian Federation [4].

It should be noted that in 2017, the provisions of Article 22 (which refers to TD) in the Federal Law was significantly detailed, which indicates an increase in attention to this area of national defense [4].

Meetings of the Committee of the Federation Council on Defense and Security were devoted to the consideration of topical issues of the formation of regulatory and legal support of the Ministry of Defense in the Russian Federation.

The formation of the Armed Forces of the Russian Federation and other TD, as well as, to implement certain measures within its competence, forces and means of feder-

al executive bodies, executive bodies of RF subjects, local governments and non-governmental organizations are involved. Coherence of joint actions in the respective territory is ensured by interdepartmental coordinating bodies (TD headquarters) (hereinafter referred to as TD headquarters), established in the constituent entities of the Russian Federation and in municipalities from the beginning of martial law.

Within their powers, the TD headquarters are responsible for the state of forces and funds created for the implementation of TD measures by the executive bodies of the constituent entities of the Russian Federation, municipalities, and manage these forces and funds. In order to provide information and analytical support to the headquarters of the TD, as well as coordinate the activities of various public bodies formed in the RF to address issues of defense and security in some regions of the Russian Federation, regional control centers were created and tested [4].

The results of the trainings show the positive influence of the centers on reducing the time taken for decision-making by a senior official of the subject of the Russian Federation in the field of defense, in particular on SAR issues. The restraining factor was the low efficiency of information exchange with the RF Ministry of Defense, which is carried out in electronic formats through closed communication lines of military commissariats with subsequent delivery on purpose. Establishment of centers, taking into account the positive experience of application, is recommended in all regions of Russia.

In the preparation of the executive bodies of the RF subjects and municipalities of the TD system, a number of issues remain unresolved, such as: creation of TD forces and means; training of specialists of TD headquarters; increasing in wartime engineering and technical security of protection and defense facilities.

The Committee of the Federation Council on Defense and Security supported the work carried out by the RF subjects on the establishment of staff sectors (divisions) for

the deployment of regional control centers and TD headquarters within the implementation of the concept of regional control centers of RF subjects. The practice of conducting large-scale mobilization exercises by the Main Directorate of Special Programs of the President of the Russian Federation with heads of executive bodies of the RF subjects and heads of municipalities with discussion of problematic issues in the field of territorial defense has been identified as important for territorial defense preparation.

Of great importance for the state is the interconnectedness of territorial and civil defense measures carried out since the beginning of martial law. For Russia, the lack of legal regulation at the federal level is problematic:

- determination of the procedure for the creation and maintenance of forces and means for the implementation of certain measures of territorial defense by the executive authorities of the RF, municipalities;
- training of employees of the executive authorities of the RF, municipalities for the headquarters of the TD and determining their staffing;
- availability in the budgets of the RF at the time of cost items to increase the engineering and technical security of facilities.

According to experts, the Ministry of Defense of the Russian Federation still faces important questions regarding the amendment of the Regulations on TD of the Russian Federation in terms of consolidating the powers of the commander of the military district during wartime to determine the tasks of the head of the RF subject; determination of the order of creation and maintenance by executive bodies of subjects of the Russian Federation, municipal formations of forces and means for performance of separate actions TPO ;

Conclusions. To build a strong and reliable system of territorial defense in Ukraine requires research and use in military construction of foreign experience of territorial defense, military reserve, mechanisms for their management and logistics and armaments, especially those whose policies pose

a threat to national security of Ukraine and / or or have time- and event-tested effective territorial defense models.

Based on this experience, we consider it important to use the experience of systematic training of specialists of territorial defense headquarters (as is done in foreign countries and their municipalities) on the basis of higher military educational institutions and scientific and public (Union of Officers of Ukraine, UBD, hunters, etc.) organizations. It is necessary to develop the system of territorial defense to attach these units to each of the newly formed territorial communities, involving public organizations of veterans of the Armed Forces, law enforcement agencies of the war in eastern Ukraine, Cossack formations and hunting primary formations.

It would be worthwhile to conduct on the basis of the above experience, namely to form in the authorities (including local communities) specialized training of employees of executive authorities of all re-

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gions, districts and territorial communities of Ukraine for territorial defense headquarters and determine their staffing. Tactical exercises of these headquarters should be conducted regularly.

In many countries of the world, government decisions have been made on the recommendations of the Government on the recommendations of the Government to the executive bodies of ATU entities and local self-government bodies to guide the work. It is also necessary to develop a Ukrainian version of such recommendations and conduct similar work in each administrative-territorial unit of the country, regularly conduct relevant training on the basis of educational institutions of the Ministry of Defense of Ukraine and in the field. The Ukrainian government must take into account the peculiarities of the country's geopolitical situation and propose all mechanisms of public administration to ensure national security, including using the military-social institution of territorial defense.

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СТРАТЕГІЯ ДЕРЖАВНОГО РЕГУЛЮВАННЯ РОЗВИТКУ ЗОВНІШНЬОЕКОНОМІЧНОЇ ДІЯЛЬНОСТІ У КОНТЕКСТІ ДЕЦЕНТРАЛІЗАЦІЇ

Abstract. It is noted that the issues of joint management of the delimitation agreements include: protection of trade and economic interests of the territories there; assistance in the development of trade and economic relations with foreign countries and international organizations; regulation of payment and settlement relations on foreign trade agreements; licensing of investments of the territory there; attraction of foreign investments under state programs near the subjects; opening of foreign commercial representations in the regions; participation of subjects in the creation of international agreements of Ukraine on foreign economic issues that directly affect the interests of these subjects. The problem of relations between the authorities and the territories of Ukraine, clear definition and delimitation of their competencies in the field of foreign economic relations is one of the most urgent and responsible tasks. Therefore, further improvement of the mechanism of coordination of foreign economic activity of regions should focus on the establishment of horizontal ties, the creation of market structures in the regions that ensure the development of foreign economic relations. For the effective functioning of regional foreign economic relations, three conditions must be met: analysis and assessment of the economic environment of the region, as well as trends in the world economy and its impact on the national economy; identification of the region's specialization in the field of foreign economic activity; identification of the main tools for implementing the foreign economic model of the region.

It is determined that the priorities of foreign investment in Ukraine are determined by two factors. First, they are related to the specific location of markets, resources, industries and industries of interest in terms of profit and control over their activities, where concentrated enterprises whose sales are provided by effective demand (primarily areas, having large mineral resources). Secondly, the regionalization of the interests of developed countries is determined by geographical and ethno-cultural proximity to certain Ukrainian regions.

Keywords: state regulation, trade and economic interests of the territory, foreign economic activity, state programs, foreign economic relations, economic environment of the region

Постановка проблеми

Для розвитку регіональної зовнішньоекономічної діяльності необхідно формування та проведення цілеспрямованої зовнішньоекономічної політики органів влади, спрямованої на виробництво конкурентоспроможної продукції, підтримку конкретних виробництв у пріоритетних для цього регіону галузях.

Стабільний розвиток регіонів більшості промислово розвинених країн світу багато в чому визначається чітким розмежуванням предметів ведення між центральною та регіональною владою, у тому числі й у галузі зовнішньоекономічної діяльності.

У більшості федеративних країн світу прямі міжнародні зв'язки

суб'єктам федерації заборонені. Проте, у низці країн вони допускаються або з урахуванням конституційних норм (Бельгія, Німеччина, Швейцарія та інших.) або з інших законодавчих актів (Австрія, Іспанія, Канада та інших.).

США дотримуються децентралізованого федералізму, Конституцією закріплено лідируючу позицію федеральних законів над конституційними та законами штатів. Не маючи права самостійно регулювати зовнішньоекономічні зв'язки, штати можуть надавати різного роду сприяння національним підприємствам у галузі ЗЕД, наприклад, запроваджувати податкові пільги інвесторам, розробляти та впроваджувати програми фінансування експорту, кредитувати та страхувати експортерів, відкривати представництва та регулювати свої зв'язки із закордонними партнерами та багато іншого інше [3, с.88]. У середині 90-х років американські штати мали близько 100 зарубіжних представництв.

Аналіз останніх досліджень і публікацій. Сучасна наукова думка базується на дослідженні зовнішньоекономічної діяльності підприємств та її ефективності в працях таких вітчизняних і зарубіжних учених як: А. Брояка, Т. Васюк, Ю. Козак, О. Котиш, І. Кривов'язюк, Р. Псюк, А. Семенов та Г. Семенов. Dr. Ram Singh, M. Sevela. Проте, подальшого розвитку потребує сутнісне наповнення поняття "ефективність зовнішньоекономічної діяльності підприємства", вимагає удосконалення методика аналізу і оцінки ефективності зовнішньоекономічної діяльності підприємства.

Мета дослідження. Метою проведеного в поданій статті дослідження є визначення складових елементів стратегії державного регулювання розвитку зовнішньоекономічної діяльності.

Виклад основного матеріалу Конституція Бельгії 1993 року особливо обумовлює право її спільнот здійснювати міжнародне співробітництво, включаючи укладання договорів з питань культури та освіти.

Відповідно до чинної моделі кооперативного федералізму основний закон Федеративної Німеччини визнає землі державами рамках федералізму. Це означає, що всі законодавчі права не закріплені за федерацією, належать землям.

Зовнішньоекономічній сфері федеральні органи влади Німеччини мають виняткові права у забезпеченні митної, валютної та торгової єдності території, здійсненні платіжних розрахунків та підписанні міжнародних договорів із зарубіжними країнами з урахуванням думки регіональних органів влади, якщо ці договори зачіпають особливе положення тієї чи іншої землі [5, с.15].

На підставі Закону України "Про зовнішньоекономічну діяльність" передбачений відповідний світовим стандартам порядок виконання угод між державами, регіонами щодо режиму найбільшого сприяння зовнішньоекономічних зв'язків на рівні суб'єктів господарювання; відкриття представництв біля іноземних держав; прямих контактів із іноземними партнерами, зокрема організацію спільних підприємств біля з метою залучення іноземних інвестицій; створення різноманітних пільг учасникам ЗЕД; формування та реалізації регіональних концепцій та програм розвитку зовнішньоекономічних зв'язків; організації страхових та заставних фондів з метою залучення іноземних кредитів; забезпечення додатково до фінансових гарантій учасникам ЗЕД біля регіонів.

До питань спільного ведення договори розмежування повноважень відносять: захист торгово-економічних інтересів територій там; допомога у розвитку торговельно-економічних відносин із іноземними державами та міжнародними організаціями; регулювання платіжно-розрахункових відносин із зовнішньоторговельних угод; ліцензування інвестицій території там; залучення іноземних інвестицій за державними програмами

біля суб'єктів; відкриття у регіонах іноземних комерційних представництв; участь суб'єктів у створенні міжнародних договорів України із зовнішньоекономічних питань, що безпосередньо зачіпають інтереси даних суб'єктів [2, с.99].

Проблема взаємовідносин органів влади та територій України, чітке визначення та розмежування їх компетенцій у галузі зовнішньоекономічних зв'язків є одним з найбільш актуальних та відповідальних завдань. Тому подальше вдосконалення механізму координації ЗЕД регіонів має орієнтуватися на налагодження горизонтальних зв'язків, створення ринкових структур в регіонах, які забезпечують розвиток зовнішньоекономічних зв'язків.

Для ефективного функціонування регіональних зовнішньоекономічних відносин необхідно виконання трьох умов: аналіз та оцінка економічного середовища регіону, а також тенденцій розвитку світового господарства та його вплив на національну економіку; виявлення спеціалізації регіону у сфері зовнішньоекономічної діяльності; визначення основних інструментів реалізації зовнішньоекономічної моделі регіону [1, с.38].

Після аналізу та оцінки поточного і господарсько-економічного стану територій необхідна розробка та реалізація комплексної програми розвитку регіону з метою залучення його до світогосподарських зв'язків. У такому рамковому документі мають бути позначені найзагальніші напрями та пріоритети розвитку на досить тривалу перспективу.

У комплексній програмі на основі детального аналізу ситуації визначаються заходи щодо кожної галузі, їх ресурсне та інше забезпечення; заходи щодо ефективного використання наявного потенціалу та конкурентних переваг для залучення іноземних інвестицій. У програмі має бути передбачено формування спеціалізації регіону у зовнішньоекономічних зв'язках з урахуванням його соціально-

демографічних, природи географічних особливостей [6].

Більшість територій України мають інтroversтну економіку, тому орієнтуються створення виключно експорторієнтованих виробництв не розумно. Для багатьох регіонів України більше підійшла б комбінована модель, що передбачає одночасний розвиток та імпортозамінюючих виробництв, багато з яких з часом придбають експортне значення.

Важливим інструментом реалізації такої моделі можуть стати диверсифіковані трансрегіональні промислово-фінансові корпорації, що поєднують організацію експорторієнтованих та імпортозамінюючих обробних виробництв та можливість самофінансування [7].

Величезне впливом геть економічну стабілізацію регіонів України надають інвестиції. Централізовані джерела обмежені і нестабільні. Тому на перший план висувається завдання залучення недержавних ресурсів до економіки регіонів — приватних інвесторів як національних, і зарубіжних.

За ризиковістю вкладень економіки країни Україна займає 129 місце у світі [8]. Проте складність становища з припливом прямих іноземних інвестицій у країну полягає у сформованій негативному думці про інвестиційному кліматі у України і, відповідно» незначному їх припливу стосовно ВВП, а й у тому, що ці потоки прямують зовсім на ті галузі й регіони, які більшою мірою потребують модернізації, в 90-ті роки 80%. Регіональна нерівномірність розміщення свідчить не тільки про великі відмінності між українськими регіонами за умов підприємництва, а й яскраво виражені територіальні переваги зарубіжних інвесторів.

Пріоритети зарубіжного інвестування у України визначаються дією двох факторів. По-перше, вони пов'язані з конкретним розміщенням ринків збуту, ресурсів, виробництв та галузей, що становлять інтерес з точки зору отримання прибутку та контролю

за їх діяльністю, де зосереджені підприємства, збут продукції яких забезпечений платоспроможним попитом (насамперед, це райони, що мають в своєму розпорядженні великими мінерально-сировинними ресурсами) [4, с.58]. По-друге, регіоналізація інтересів розвинених країн визначається географічною та етно-культурною близькістю до певних українських регіонів.

За привабливістю для іноземного капіталу всі території України можна поділити на чотири групи: з високим рівнем активності іноземних інвесторів у регіоні (вище за середньоукраїнський показник); із середнім рівнем; з низьким рівнем та рівнем, близьким до нуля. Для оцінки привабливості регіонів як критеріїв типологізації було обрано показники обсягу іноземних інвестицій душу населення і індикатор залучення регіонами іноземних інвестицій, розрахований як добуток коефіцієнта імпорту капіталу частку цього регіону загальноукраїнському імпорту іноземних інвестицій.

Однак це не означає, що депресивні регіони не мають шансів на успіх. Кожен регіон може і може розробити власну стратегію із залучення інвестиційного капіталу.

Висновки. Стратегія залучення іноземного капіталу складається з трьох основних блоків: оцінка та аналіз інвестиційного клімату регіону, пошук інвесторів та розробка заходів щодо їх залучення.

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Оцінка інвестиційного клімату проводиться на підставі результатів комплексного дослідження внутрішнього регіонального ринку», куди входять основні показники соціально-економічного розвитку регіону; наявність сприятливої інфраструктури; рівень розвитку промисловості та сільського господарства у регіоні; географічні, екологічні, національні особливості, і навіть інвестиційна політика регіональних органів влади. Остання передбачає виявлення: обсягів і динаміки інвестицій у державний та приватний сектори галузей, що цікавлять; наявності суб'єктів господарювання, які використовують іноземні інвестиції (із зазначенням країнодонорів, зарубіжних фірм, організацій, видів інвестицій, найменувань проєктів, сум залучених коштів, показників ефективності інвестиційного проєкту та ін.); сприятливих умов для іноземних інвестицій в цілому та за галузями (із зазначенням причин привабливості), у тому числі наявність вільних економічних зон на території регіону; нормативно-правової бази, що регулює діяльність іноземних інвесторів у регіоні.

Проведення аналізу дозволяє ранжувати галузі (підприємства) регіону за рівнем привабливості для іноземного інвестора, визначити пріоритетні форми міжнародного співробітництва та основні напрямки державної політики щодо покращення інвестиційного клімату у регіоні.

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Format 70x108/16

Type. Garamond

Paper offset. Digital printing. Conv. p. sh. 7,79.

Order. № 35. 13.09.2020. Circulation 300 copies.

Publisher: Non-governmental organization «Eurasian Social Sciences Association» Sayat-

Nova Street 8/17 Yerevan, ARMENIA, 0001

E-mail: earj.info@gmail.com

Certificate subject of publishing

Registered by the Central Authority of the State Register 18.04.2016 Registration number

211.171.906429

<http://www.earj.org/>

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