

ASSOCIATION AGREEMENT: DRIVING INTEGRATIONAL CHANGES

Vol. III

Monograph

**PANEURÓPSKA UNIVERZITA V BRATISLAVE (SLOVAKIA)
TECHNICAL UNIVERSITY OF KOŠICE (SLOVAKIA)
DTI UNIVERSITY IN DUBNICA NAD VÁHOM (SLOVAKIA)
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The monograph will be placed and indexed in scientific repositories, with distant accession to personal profiles on Social Science Research Network platforms <https://www.ssrn.com/en/>, which is part of the Elsevier publication (SSRN Produced by Elsevier <https://www.elsevier.com/solutions/ssrn>).

The collective monograph is devoted to the actual issues concerning the implementation of the Association Agreement between Ukraine and the member states of the European Union. In particular, the monograph examines the theoretical and practical aspects of various spheres of joint activities, as a commitment to economic development in Ukraine.

Created for scholars, research workers, postgraduates and students of higher education institutions, as well as for all those interested in the implementation of the Association Agreement.

ISBN-978-1-77192-537-2

Accent Graphics Communications & Publishing

807-2625 Regina st., Ottawa, Ontario, K2B 5W8
Canada

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GREETING RECTORS



Dear Ladies, Dear Gentlemen, and Valued Participants of the International Conference!

I have the honour to take the opportunity and greet you cordially on behalf of the co-organizer of this significant international conference.

Conferences of this type and importance, and with such a broad scientific and professional scope, need good organizers, managers, strategists, and implementers of progressive ideas. I am really pleased that I and my colleagues from DTI University have been approached and offered the opportunity to become the co-organizers of this major event.

In a few years, our current students will take over the management of our countries, our societies and will become active in various fields of science, research, culture, in offices, public and state institutions, etc. For this, they need high-quality education. If we want to educate youth for the future and to have high-quality schools, the curriculum - as well as the applied teaching forms and methods - must be adapted to the current and future development of the society.

It is desirable to continue in basic and applied pedagogical research in order to prove that the teaching content we present to our pupils and students, as well as the forms and methods of work we use are age and skill-appropriate.

Many research results highlighted a problem, which (not only) our school system must face on a daily basis. The majority of teachers are aware of the educational system's shortcomings and are trying to find pathways to overcome them. They realize their own responsibility for our youth's chances to succeed in the European labour market.

At such a broadly conceived conference, all experts can find their own fields of interest, in which they can enrich other participants and, last but not least, they are offered an opportunity to gain new knowledge, information, and interesting facts from fields, which have been distant, undiscovered or unknown for them or are interdisciplinary.

The conference aims to create favourable conditions for information exchange and sharing experiences, to present the latest trends, news and technologies, and by joint effort of creative teachers and scientific workers, to achieve a higher level of education and scientific research in the above fields.

Here, I would like to thank all my colleagues from our University, collaborating institutions, supporters and co-workers, who contributed to the organization and successful realization of this conference - whether in the scientific or organizing committees - as well as the peer-reviewers. We would also like to thank those colleagues who, for any reason, are not or do not wish to be named, and to say that the results of their conscientious work have been noticed and are appreciated.

Let the discussions and the conclusions of this conference generate further knowledge, enrich various scientific disciplines, pedagogy, didactics, increase the efficiency of university education, promote successful implementation of digital technologies into the educational process and scientific research and, above all, contribute to the development of thinking!

Tomáš Lengyelfalusy
Rector of DTI University



Dear colleagues, dear readers!

Our cooperation is reflected in the IV. International Scientific and Practical Forum "Association Agreement: Driving Changes of Integration" on 23-29 of February 2020 (Slovakia – Austria - Ukraine).

The main objective of the scientific forum is to consolidate the experience of scientists and practitioners from the Ukraine and the states-members of the European Union working for the development of theoretical, scientific and practical approaches aimed to improve the efficiency of the education system and the issues of cooperation between Ukraine and European Union in terms of the Association

Agreement. A common platform is the exchange of experience in the field of "Education" and "Scientific Research".

Education is a long-term and continuous institutionalized teaching of teachers, instructors or other persons as the professional educators at the school and in out-of-school teaching facilities. The result of learning is a topical requirement and becomes also a perspective for the lifelong learning with a growing share of knowledge. The use of scientific synergy and the potential of social, humanities and technical sciences in the education creates the new possibilities for increasing the quality and efficiency of students' preparation, the understanding of specialized topics and exploring selected scientific issues. The domestic and foreign scientific experience can make a significant contribution to the development of education, society and the state.

The development of sciences and community education for the professional fulfillment of tasks according to the needs of society and citizens is therefore our mission as well. The priority of education and scientific research is to protect the most precious - human life and human health, the protection of its rights and freedoms, the interests and development of society and individuals in all sectors.

Dear colleagues, on behalf of the Technical University of Košice and the Forum Organizing and Scientific Committees, let me thank you for your active approach to the sharing your experience and developing the education systems between the Ukraine and the states-members of the European Union.

Dr.h.c. prof.h.c. assoc. prof. Ing. Stanislav SZABO, PhD., MBA, LL.M.
Technical University of Košice, Slovak Republic
Dean, the Faculty of Aeronautics

Ukraine is a priority partner for the European Union (EU). The EU supports Ukraine in ensuring a stable, prosperous and democratic future for its citizens, and is unwavering in its support for Ukraine's independence, territorial integrity and sovereignty. The



Association Agreement, including its **Deep and Comprehensive Free Trade Area**, is the main tool for bringing Ukraine and the EU closer together, promoting deeper political ties, stronger economic links and respect for common values.

Since Spring 2014, Ukraine has embarked on an ambitious reform programme, aiming to stabilise its economy and improve the livelihoods of its citizens. Priority reforms include the fight against corruption, reform of the judiciary, constitutional and electoral reforms, improvement of the business climate and energy efficiency, as well as reform of public administration, including decentralisation. Since 2014, the EU and the European Financial Institutions have mobilised a package of more than €15 billion in grants and loans in Ukraine to support the reform process, with strong conditionality on continued progress.

After Horizon 2020 there will be five main objectives to drive EU investments in 2021-2027:

- **Regional development investments** 65% to 85% of ERDF and Cohesion Fund resources will be allocated to these priorities, depending on Member States' relative wealth,
- **Smarter Europe**, through innovation, digitisation, economic transformation and support to small and medium-sized businesses,
- **Greener, carbon free Europe**, implementing the Paris Agreement and investing in energy transition, renewables and the fight against climate change,
- more **Connected Europe**, with strategic transport and digital networks,
- more **Social Europe**, delivering on the European Pillar of Social Rights and supporting quality employment, education, skills, social inclusion and equal access to healthcare
- **Europe closer to citizens**, by supporting locally-led development strategies and sustainable urban development across the EU.

This monograph devoted to the topical issues of co-operation between Ukraine and European Union in terms of **Association Agreement**. The aim of this monograph is to link the views of individual experts within the five thematic areas:

- General principles, activity of public authorities,
- Reforms, political association, cooperation and convergence in the field of foreign and security policy,
- Justice, freedom and security,
- Trade and trade-related matters,
- Sector cooperation.

Above mentioned areas represent important aspects of adapting society to the new conditions of further development within European union.

Dear reader, we wish you pleasant reading this monograph,

Ass. Prof. Ing. Lenka Dubovická, PhD.
Vice-President of Academic Society of Michal Baludyansky, Košice,
Slovak Republic



Ukraine is a country in the center of Europe that has common history and identity with European countries. It shares the values of the European Union and has a civic consensus on a further European path of development. The culture and history of Europe is a natural and harmonious environment in which the Ukrainian nation and its progress are an integral part. Ukraine's integration into the European space is a will of time for our country. However, the path of Ukraine's integration with the European community is complicated and is accompanied not only by transformational changes but also by the need to defend its European choice. Freedom, humanism, the desire for unity are the values that Ukrainians have fought

for and cherished for ages. They became the basis for formulating legal values in such important documents as the Constitution of Pylyp Orlyk of 1710, the Statute of Saint Cyril and Methodius Slavic Society of 1845, the Four Universals of the Central Council of Ukraine of 1917-1918 and the Constitution of Ukraine of 1996. In the pursuit of freedom and the rule of law, driven by European slogans Ukrainians fought in 2004 during the Orange Revolution, in 2013-2014 during the Revolution of Dignity, and in 2014-2019 in the east of Ukraine, fighting with the aggressor, that violated the integrity of Ukrainian state, having occupied Donbas and annexed the Crimea!

We appreciate that in a single impulse both the European state structures and the European peoples support Ukraine at the most difficult stage of its development and struggle! As an integral part of Europe, Ukraine is focusing on the current model of socio-economic development in the leading European countries.

IV International Scientific and Practical Forum "Association agreement: Driving changes of integration" is a platform for the synthesis of scientific interests, European integration values and the pursuit of solidarity, harmonious cohabitation and cooperation in a strong, prosperous Europe. Scientific developments and constructive dialogue within IV International Scientific and Practical Forum "Association agreement: Driving changes of integration" will help build a peaceful, prosperous and strong Ukraine. Ukraine's integration into the EU will help strengthen the European community. I wish a pleasant and fruitful work to our European partners and all participants of the Forum! We believe that only through joint efforts, being strong in our convictions, will we be able to ensure international peace and security, economic and social development and meet the challenges of today!

**Viktor Ievdokymov,
Rector of Zhytomyr Polytechnic State University**



Scientific and practical event of such importance and with such a wide range of the discussed issues requires good organizers, managers, strategists, and implementers. My colleagues from Ivan Franko national University of Lviv are very pleased to be the co-organizers of this major scientific event.

The Pro-European orientation of Ukraine has extremely deep roots. It is very well showed by the most prominent Ukrainian historian, Mykhailo Hrushevsky, whose collection of works, "Who are the Ukrainians and what they want" (Kyiv, 1991), in particular, reads:

1) "historical conditions of life oriented Ukraine to the West"

2) "the Ukrainian people belongs to the Western European, or in short to say — just after the European circle not

only historical ties that for centuries have linked the Ukrainian life with the West, but also by the composition of the people's character"

3) "circumstances and the life of the old Ukraine with this opinion are not studied very well, but in the monuments of Ukrainian art and life of the XVIII century, or in the notes and correspondence of the people of that period we are at every step one encounters with close ties with the West. Only with the end of the XVIII century. ... they weaken and fall under the pressure of forced russification of Ukrainian life..."

Today Ukraine is trying to do everything in its power to return to the family of European States to make a relationship with them not only deep, but inextricably, to take place among them corresponding to the rich natural and human resources of our country. To achieve this particular goal Ukraine is ready to the most courageous steps. In fact, modern Ukraine is an urgent task of developing a radically new philosophy of management of the domestic economic system, which will ensure its ability to transform under the influence of integration and globalization processes, along with maintaining national and cultural identity.

Our citizens are well aware of the need for consistent and hard work on europeanization of the principles of activities of public authorities in Ukraine. It is very good that the forum became a serious consideration of these principles.

A profound scientific development of other problems is of great interest for us as well, these discussions are provided by the concept of law, security, economy, governance and administration, ecology, communication, education, psychology, social work, culture and many other interdisciplinary combinations. So, scientists can find their field of interest in which they will be able to enrich the other participants and, equally important, have the opportunity to gain new knowledge, information, and interesting information even in the fields that were distant, unknown and unimportant.

So let me express the hope that this monograph, which covers various aspects of these problems in Ukraine will draw the attention of parliamentarians, civil servants and academics and teachers of higher educational institutions and their students will contribute to the final victory of European values in the Ukrainian society.

Volodymyr Melnyk
Rector of Ivan Franko National University of Lviv
Doctor of Philosophy, Professor,
National Merited Worker of Ukraine in Science and Technology



European integration in Ukraine is a complex, gradual process that touches upon different sectors – political, economic, social, cultural. European integration choice of Ukrainian people is the most important achievement of Ukraine over recent years, which became possible thanks to the Revolution of Dignity. Integration into the European political, economic and legal space to seek membership in the EU is one of the main principles of Ukraine's foreign policy defined by the Law "On the Principles of Internal and External Policies". European integration processes influence the ongoing reforms and necessitate harmonisation of Ukrainian legislative and regulatory acts to the EU *acquis communautaire*.

The EU–Ukraine Association Agreement stipulates large-scale institutional and structural reforms in line with the established frameworks.

Public administration and civil service reform is one of the most important horizontal reforms, as it is a prerequisite for implementation of efficient sectorial policies. The public administration reform should be a response to the need of society in effective, responsible and open government authorities and, therefore, in good governance.

Quality of public administration has a fundamental role in the European integration process, acting as the driving force behind the reforms needed for meeting the EU accession criteria. The fulfillment of these criteria is a key aspect of preparing for the EU membership. It requires not only the transposition of the EU law into national legislation, but also the effective enforcement through well-prepared administrative structures.

Center for Adaptation of the Civil Service to the Standards of the European Union as a national coordinator of the EU institution building instruments Twinning, TAIEX and SIGMA programme is making every effort to ensure its effective implementation in Ukraine in order to support the reforms as well as strengthen the capacity building of Ukrainian government authorities. This fact is confirmed by the European Commission reports, according to which Ukraine is an unchanged leader among the countries of the European Neighborhood Instrument in the total number of completed and ongoing Twinning projects. The Center for Adaptation of the Civil Service to the Standards of the European Union is one of the key elements of the implementation of the public administration and civil service reform. The ultimate aim of this reform is to clarify and strengthen the overall management and administrative capacity of the state apparatus based on principles of good governance and best practices of the EU Member States as well as to turn it into an effective instrument of continuous and sustainable development of Ukraine because efficient public administration is a state's ability to formulate and implement high-impact state policy into the key areas of the life of society, to provide administrative services as well as to ensure the social welfare and security of citizens, competitiveness and economic growth of the state.

The Association Agreement by its coverage has become the largest international legal document in the history of Ukraine and the largest international treaty with a third country ever concluded by the European Union. The signing of the Association Agreement is only the starting point of the policy transformation and it is offering huge opportunities for Ukraine's transformation into a modern European democratic state. Implementing the Association Agreement, we keep building a new Ukraine and strive for each citizen to be proud of achieved results. We have high hopes for successful and fruitful cooperation.

**Maryna Kanavets, Candidate of Sciences in Public Administration
(Center for Adaptation of the Civil Service to the Standards of the European
Union, Director), Ukraine**

PART I

**GENERAL PRINCIPLES,
ACTIVITY OF PUBLIC
AUTHORITIES**

Association agreement: driving integrational changes

**Accent Graphics Communications & Publishing
2020**

Public administration in the field of national security provision in European integration conditions (conceptual background)

Until recently, the issue of national security was not very relevant to Ukraine. Thus, only in 1996 the Constitution of Ukraine was adopted, in Art. 17 of which it is proclaimed: “Protection of the sovereignty and territorial integrity of Ukraine, ensuring its economic and information security are the most important functions of the state, the task of the whole Ukrainian people. Ensuring of state security and protecting the state border of Ukraine are vested in the relevant military formations and law enforcement agencies of the state, the organization and order of activities of which are determined by law”, and in Art. 16 attention is paid to environmental safety; in section 2, national security is designated as a legitimate aim of restricting human rights [7]. It should be noted that in accordance with paragraph 17 of Part 1 of Art. 92 of the constitution the basics of the national security are solely determined by law. We can add that within the domestic system of law there is a division of legal acts by legal force into laws and by-laws. However, the Law of Ukraine “On Fundamentals of National Security of Ukraine” was adopted only on June 19, 2003. Until that time, the specified sphere was regulated by the Concept (bases of the state policy) of national security of Ukraine, approved by the resolution of the Verkhovna Rada of Ukraine on January 16, 1997, that is by the by-law, which, moreover, only defined the principles of regulation of the national security sphere, recommending to “The President of Ukraine, the Cabinet of Ministers of Ukraine, the Verkhovna Rada of Ukraine Commission on Defense and State Security together with other specialized committees to accelerate the development and submission of draft laws on national security of Ukraine, on the National Security and Defense Council of Ukraine, on foreign intelligence, as well as general and state programs in the field and other legislative acts deriving from the provisions of the Concept” [15] (which cannot be considered positive, given the need to adhere to the principles of the rule of law and legitimacy, because public authorities can only act within the powers defined by law).

The issue of ensuring national security actualized for the Ukrainian society in 2014, following annexation of the Autonomous Republic of Crimea and hostilities on the territory of the Donetsk and Luhansk regions, was updated. Although the Law on National Security of Ukraine was adopted only on June 21, 2018, which has already improved the legal regulation of public relations in the field of national security, provision taking into account the

circumstances. The explanatory note to the draft law emphasizes the shortcomings of the legislation in force at the time: “The Law of Ukraine “On the Basics of National Security of Ukraine” does not clearly defines the sphere of national security.

Various negative factors for the development of the society and the state are identified as threats to national security, despite the fact that their overcoming cannot be ensured by the activities of the security sector agencies. Also, fixing at the legislative level of the list of threats to the national security of Ukraine and of measures to respond to them does not correspond to the practices of the member states of the European Union and NATO, complicates the determination of priorities of the state policy in the field of national security and timely response to changes in the security situation” [11].

It should be emphasized that the adoption 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 enhances actuality of the issue of public administration in the field of national security provision, according to which the purposes of this association, in particular, are to enhance cooperation in the fields of justice, freedom and security in order to ensure the rule of law and respect for human rights and fundamental freedoms.

According to the international document mentioned above, the parties “should deepen their dialogue and cooperation and promote gradual convergence in the field of the foreign and security policy, including the Common Security and Defense Policy”, and “intensify joint efforts to promote stability, security and democratic development in a common neighborhood and, in particular, cooperation with the aim to peacefully settle regional conflicts” [18].

Thus, for the issue of public administration improvement in the field of national security provision the adoption is of utmost importance for Ukraine and must be solved given the need to take into account both national interests and international obligations, which requires analysis and the abilities to implement best practices in the security field, in particular, within the European states.

It should be noted that in this paper we do not focus on such crucial components of ensuring the national security of Ukraine as corruption counteraction. It is a well-known fact that within the European states the state of corruption in Ukraine is the highest, which is confirmed by different ratings of the state of corruption. Corruption itself is a determining factor that the potentially strong in economic position the Ukrainian state is at the lowest levels in the ratings of population, economic well-being, states being attractive for foreign investment, etc. among European countries. This study focuses on the defining, conceptual provisions that are ideological in nature and should have legislative implications (recall that “public authorities and

local authorities, their officials are obliged to act only on the basis, within the powers and in the way provided by the Constitution and laws of Ukraine ”).

We can add that the problems of ensuring national security is urgent not only for Ukraine but also for other states, given the number of factors, among which, as A. Nashinets-Naumova correctly points out, the following should be mentioned:

- growing manifestations of the exhaustion of natural and energy resources;
- critical state of the environment (nature);
- population growth on the planet;
- increasing the number of armed conflicts in different regions of the planet;
- threats to international and national security caused by globalization, terrorism, drug smuggling, and illegal arms trafficking;
- changing views on the role, place and capabilities of the sovereign state in ensuring national security [8, p. 35].

Public administration in the field of national security will be effective if it is carried out on the following principles.

First, it is important to understand clearly what national security is. O. Andreeva, examining the issue of national security of Ukraine in the context of national identity, notes that the cognition of national security “must begin with a serious gnoseological, epistemological and methodological analysis of the status and place of the category “national security” in contemporary political science” [2, p. 12]. Partially agreeing with this, let us emphasize the importance of understanding the very category of “national security”.

As we mentioned above, the Law of Ukraine “On the Basics of National Security of Ukraine” did not contain a clear understanding of this concept, and accordingly, the activities for ensuring national security could not be effective. The lack of a clear vector of activity does not allow us to set the tasks correctly and to perform them, to anticipate the challenges and to adequately respond to them.

It should be noted that the effective Law of Ukraine “On National Security of Ukraine” does not solve the problem of clear definition of the concept of “national security of Ukraine”. Although in Art. 1 of this law there is its definition: “protection of state sovereignty, territorial integrity, democratic constitutional order and other national interests of Ukraine from real and potential threats” [16].

Such a conclusion allows us to make a systematic analysis of Art. 1 of the abovementioned Law. Thus, when comparing the definitions of national security and national security, they are the same in scope. The question as to the expediency of introducing a new concept of “national security” arises, if there is a concept of “state security”.

Analyzing the definition of the concept “threat to Ukraine's national security”, we can conclude that national security identifies with national

interests and the preservation of Ukraine's national values. National ones, but not state. Therefore, the issue of the correlation between state and national security is important. For example, in accordance with the provisions of the Constitution of Ukraine, “the state promotes the consolidation and development of the Ukrainian nation, its historical consciousness, traditions and culture ...” (Article 11); “Ukraine takes care of meeting the national and cultural and linguistic needs of Ukrainians living beyond the borders of the country” (Article 12) [7].

In addition, the Law of Ukraine “On Foreign Ukrainians” was adopted in Ukraine, which states in the preamble: “The Ukrainian state promotes the development of national consciousness of Ukrainians living outside Ukraine, strengthening ties with their homeland and returning them to Ukraine” [13].

Talking about the correlation between the state and national security, it should be emphasized that the decisive in understanding the content of these concepts is the understanding of security, since the adjectives “national” and “state” characterize just security.

In addition, both national security and state security (if differentiated) are specific phenomena that belong to the generic concept of “security”. In this context, one cannot but mention the scientific paper of the domestic scientist V. Pasichnyk “Philosophical Category of Security as a Basis of a New Paradigm of Public Administration of National Security” in which the author emphasizes the expediency of such an approach to understanding the content of national security. According to V. Pasichnyk, it is wrong to restrict the understanding of security as the state of protection against threats. “This approach does not take into account that the concept of 'security' can be interpreted more broadly as a category of philosophical, and therefore – a category of theory of state policy and state administration [9]. The author argues that “security as a philosophical category presupposes the protection of being of a person, family, nation, humanity, their essence, conditions of existence, life in general. It is through the prism of being that true values and interests are understood. Security in this sense implies a combination of a statistical approach as to the interpretation of security with apophatic, activity and normative approaches” [9].

According to V. Pasichnyk, security should be understood as “the state of protection of being, values and interests of the subject (object) of security against threats and dangers, under which optimal conditions of his life, development and self-realization are ensured” [9].

This state of security is ensured through the activities as to implementation of a number of parameters and norms. Depending on the subjects, the following types of security should be distinguished: personal, state, national, collective, and human. We cannot but agree with V. Pasichnyk that the philosophical approach to understanding security implies a change in the paradigm of national security, which envisages not only “the protection of national values and interests from threats and dangers in any particular social

spheres, and the protection of the existence of the nation and its components (an individual, society and the state) in general, the struggle with not the consequences, but with the deep causes of threats and dangers to the existence of the nation” [9].

At the same time, it should be remembered that the components of security are cultural life, mentality, social and historical existence, conditions of existence.

Examining the relationship between state security and national security, A. Chuvakov concluded that these concepts have the same essence, denoting the state of the state, which ensures the sustainable development of an individual, the state and society, as well as the protection of national interests against threats both external and internal. Accordingly, the concepts of “state interests” and “national interests” are identical. Although the author notes that the concept of “national interests” “more accurately and substantially reflects the essence of the phenomenon under consideration” [19, p. 195].

But we cannot fully agree with the A. Chuvakov's statement. Determining the balance between state security and national security we should distinguish between the state and the nation. The theories of nation and national state have already been formed while the period of a new era. At the same time, as G. Kasyanov rightly points out, the existence of a national consciousness is crucial for recognizing the existence of a nation: “that there is one subjective sign that is decisive for the existence of a nation, a sign being of which clearly indicates the facts of the real existence of a particular, concrete nation as such, the nation in the modern sense of the word. Different researchers call it differently: “collective solidarity”, “sense of community”, “daily plebiscite”, “national consciousness”, etc., that is, the matter is about the self-awareness of a certain community, which is expressed in the term “nation” [19, p. 55].

A. Saveliev links the emergence of the concept of national state with the West in the period of New times, in particular, with the reaction to the final fall of the Holy Roman Empire and the emergence of sovereign rulers and nationalism, when the state was forced to respond to new security threats, secure trade within the conditionally determined boundaries [17].

It is the concept of nations that lies in the modern theory of the emergence of states through the realization of the right of nations to self-determination. Modern states can be both mono-national and multinational. And if, within a multinational state, one of the nations claims the right to self-determination, it can be considered as a whole within the framework of international law. At the same time, if a national minority within a state with one title nation claims the right to self-determination, it will be contrary to international law (as well as domestic law).

For example, we can mention the Åland Islands. Like the Ukrainian nation, having exercised its right to self-determination and created the state, Ukraine (so part of the Ukrainian nation cannot proclaim the creation of

another state. This right has already been exercised. It should not but mention that the preamble to the Constitution of Ukraine states that the Verkhovna Rada of Ukraine, acting on behalf of the Ukrainian people, adopts the Constitution “based on the centuries-old history of the Ukrainian state-making and on the basis of the right of self-determination exercised by the Ukrainian nation”) and the Finnish Swedes living in the Allan Islands cannot create a new Sweden.

I. Ilyin correctly stated that the state is not an institution that serves the needs of “others”, it should be considered as a corporation, the legal entity that functions for the sake of those it consists of [5, p. 140]. Any state will first and foremost consider national interests. Even in conjunction with other states, creating joint institutions, the state takes into account national interests in one way or another. In this context, it should be noted that according to the Constitution of Ukraine, “Conclusion of international treaties that contradict the Constitution of Ukraine is possible only after the corresponding amendments to the Constitution of Ukraine” [7].

Sufficiently significant in this context is V. Afanasyev's thesis that “the national state is the embodiment of the idea of the state as an organizational form of the historical existence of a particular people, a common form of common life of people, a form of society that has a distinct character in every nation and does not change during its historical being. The national state arises at a certain stage in the historical development of the people, when the latter reaches a high level of self-awareness and begins to distinguish itself from other peoples [3, p. 36].

In this context, one should not but mention A. Yatsko's words that in modern scientific papers in the post-soviet space, the state is considered at best as the subject of geopolitics. Which cannot be considered correct, since the subject of geopolitics is first and foremost a carrier of certain individual interests. The state cannot act as such person because it is not something self-sufficient. The state is only a form of social and political organization of a particular ethnic group or a body of ethnic groups, a means of achieving the goals that confront the ethnic group (or a group of ethnic groups united by the general government) and derive from its interests. A. Yatsko emphasizes: “The logical line “National needs - national interests - national goals” ends with the element “national security”. In politics, the terms “national goals” and “national security” are used synonymously. For example, in the US national strategy, national security is formulated “as the most specific expression of the set of major national goals and is the sphere of joint activities of military and foreign policy” [20].

Thus, the terms “nation” and “state” refer to different phenomena. However, it must be agreed that they have a lot in common.

Therefore, recognizing that national security is multidimensional, and involves a variety of threatened areas, we must also recognize that a significant number of agents and resources are needed to be involved to

overcome these threats. This, in turn, leads to the need for coordinated mutual cooperation of institutions in the field of national security, which can only be effective if there is a common understanding of the concept of “national security”.

Therefore, there is an urgent need for a clear definition of national security and its components. The methodological basis for such a definition should be the distinction between national security and state security. It is advisable to consider national security as the ability not only of the state but also of the public to strengthen and protect national interests, the security of every member of the Ukrainian society, and other constitutional values.

Secondly, public administration in the field of national security provision must take into account not only the internal sphere but also the external sphere, which are closely interconnected.

Public administration in the field of national security provision in the external aspect should be based on taking into account the state of international security, its tendencies, existing threats, etc. Today, one of the crucial areas of strengthening national security for Ukraine is to become a member of the North Atlantic Treaty Organization and the European Union. At the same time, it should be emphasized that the fulfillment of these tasks will not solve all the problems of national security and will not remove all threats to national security.

In this context, it is worth mentioning The National Security Concept of the Republic of Latvia, which clearly states “European Union work in the security and defence field has a supplementary role to the collective defence measures of the North Atlantic Treaty Organisation. As the so-called hybrid threat is growing, the more attention must be directed towards strengthening fields that are not within the competencies of the Common Security and Defence Policy, for example, border security, security of information and cyberspace, energy security, etc.” [1].

It should be noted that at The National Security Concept of the Republic of Latvia Ukraine is also mentioned: «Latvia has to favour further involvement of other international organisations, such as the United Nations Organisation, Organisation for Security and Cooperation in Europe, and Council of Europe, in stabilisation of the international security situation by searching for solutions to the crisis in Ukraine, increasing its stability, territorial integrity, as well as developing democracy and European values» [1].

Latvia points to the importance of Ukraine's national security for it. The public administration bodies in the field of provision of national security of Ukraine cannot ignore this strategic position. If Ukraine wants to emerge as a democratic, law-based state, where human rights, democracy, the rule of law are recognized as fundamental values, it needs to cooperate with the Member States of the European Union. That very values identified are the basis for building a strong civil society that is aware of Ukraine's national interests

understands the importance of civilizational choices and is able to adequately respond to threats and challenges to national security.

“The vast majority of the Ukrainian society supports the course of full membership of Ukraine in the EU and NATO, recognizing that this is a key guarantee of building up a democratic law-based state and ensuring its security. The broad public support in Ukraine for European and Euro-Atlantic choices is conditioned by Ukraine's European civilizational identity, its close and lasting relations with members of the European and Euro-Atlantic communities, which are based on common civilizational values.” – is indicated in the Explanatory Note to the Draft Law of Ukraine of February 7, 2019 “On Amendments to the Constitution of Ukraine (Regarding the Strategic Course of the State for Acquiring Full Membership of Ukraine in the European Union and the North Atlantic Treaty Organization” [10].

Thus, one cannot but agree with the words of domestic scientists Yu. Vedernikov and A. Kuchuk, who note that “only by clearly, systematically and consistently defending national interests, ensuring national security, the state can be a subject of modern world processes without becoming the object of manipulation and, as a consequence, the raw material appendage” [4, p. 8]. A powerful state that is providing a national interest is capable of effectively respond to both internal and external challenges to national security.

The European Union (unlike Russia) sees Ukraine as a democratic, law-based state with a legitimate government capable of counteracting external threats to national security in general, and territorial integrity in particular.

The public administration bodies in the field of provision of national security of Ukraine must clearly understand national interests, make decisions, taking into account the state of regional (European) and international security.

The same is emphasized in Art. 2 of the Law of Ukraine “On the Principles of Domestic and Foreign Policy”: “The principles of domestic and foreign policy are based on the absolute observance of the Constitution of Ukraine, the protection of human and citizen rights and freedoms in Ukraine and the guarantee of the rights and freedoms proclaimed by the Constitution of Ukraine, on generally recognized principles and norms of international law, ensuring the social orientation of the Ukrainian economy and sustainable social and economic development of Ukraine, strengthening the democratic foundations of public and state life, ensuring the rule of law, economic and political independence of the state, protecting its national interests, strengthening of Ukraine as a full and authoritative member of the world community” [14].

In this context, it is important to note that in accordance with the Law of Ukraine of February 7, 2019 February “On Amendments to the Constitution of Ukraine (concerning the strategic course of the state for the acquisition of full membership of Ukraine in the European Union and in the North Atlantic Treaty Organization”) the preamble to the Constitution of

Ukraine was amended as follows provision “taking care of strengthening civic consent on the land of Ukraine and affirming the European identity of the Ukrainian people and the irreversibility of the European and Euro-Atlantic course countries” [12].

And Art. 18 of the Constitution of Ukraine stipulates that “Ukraine's foreign policy is aimed at securing its national interests and security by maintaining peaceful and mutually beneficial cooperation with members of the international community in accordance with generally recognized principles and rules of international law” [7].

Thus, in the conditions of Russia's armed aggression against Ukraine, the issue of national security provision needs special attention. The concept of national security, as well as the restart of the public administration system in the field of national security of Ukraine, need considerable rethinking (2014 showed the errancy of the previous national security provision strategy and the total inefficiency of the public administration system in this area).

O. Andreeva notes that “the formation of a new Ukrainian national identity as an important component of the Ukrainian transformation project and a factor of security, the recognition of the postulate of the inequality of historical time for different peoples and different states is closely connected with the postulate about no choice scenario of building a “nation-state” for modern Ukraine and the formation of the nation as the bearer and the subject of this idea, as well as the institutional practices that correlate with this idea” [3, p. 12-13]. It is hard to disagree with these words, they confirm our thesis on the interrelation of internal and external aspects of national security and define one of the conceptual foundations of the effectiveness of public administration in the field of national security of Ukraine, namely a clear and unambiguous awareness by the public authorities of the content of both national security and national interests.

National security is a complex and multifaceted phenomenon that requires the coordinated activities of a number of bodies and institutions, the interaction of which must be based on a clear awareness and equal understanding of the essence and content of national security and national interests. A different understanding of national interests is a factor that undermines the effectiveness of public administration in the field of national security of Ukraine.

In this context, we cannot but mention once again O. Andreeva's words that “today Ukraine is at a crucial stage of choosing its national security system, as there are no reliable means for protecting its sovereignty in conditions where there is a real threat to its territorial integrity that in the ultimatum form has already been formulated by the State Duma of Russia and is constantly emphasized by representatives of the executive power of Russia. In such a situation, Ukraine will have to seek protection from the European Union and NATO.” [3, p. 13-14] It should be noted that O. Andreeva came to this conclusion a few years before Russia's armed

aggression against Ukraine in 2014. This is an additional factor in the inefficiency of the administration system in the field of national security provision.

Therefore, it is quite understandable conclusion that the vector for European integration and Ukraine's participation in the processes of Euro-Atlantic integration is quite natural and best suits the national interests of Ukraine.

National security should be understood as a joint activities of public authorities and the public in the preservation and protection of national interests, the safety of residents, and other constitutional values. The Ukrainian state should take care of meeting the national and cultural and linguistic needs of those Ukrainians living abroad.

Public administration of provision of national security of Ukraine in the internal and external spheres is interconnected and interdependent. Only by effectively providing national security within its borders can it be fully and effectively respond to external threats to national security, uphold national interests at the regional and international levels. At the same time, the external activity of the state cannot harm the national security of Ukraine encroach on its constitutional order. Signing of international treaties that contradict the Basic Law of Ukraine is possible only after the change of this law.

Until 2014, Ukraine was mainly regarded Russia as a strategic partner, however, aggression from Russia caused a radical change of priorities in the foreign and domestic national security of Ukraine, became a factor in the search for new means of national security provision, consolidation at the constitutional level of conscious choice of the European vector of development, irreversibility of European and Euro-Atlantic course of Ukraine.

It is within the limits of Western civilization that Ukraine will be able to realize itself as a democratic, law-based state, in which a person and his rights are recognized as the fundamental value, the rule of law is realized, which fully corresponds to its national interests, reflected in the Constitution.

Integration into the European Union and the North Atlantic Treaty Organization for the Ukrainian people will be an important means of ensuring Ukraine's national security.

Therefore, within the framework of globalization and euro integration processes, public administration in the field of provision of national security of Ukraine should proceed from the principle of interdependence of internal and external aspects of national security, necessity of taking into account and possibility of implementation of international experience in this sphere, first of all European states.

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Strategic planning for socio-economic development of communities as a tool of regional policy implementation

At present, considerable attention is being paid to substantiating and deepening the conceptual framework for the implementation of public regional development policy. The modernization of the public administration system entails redistribution of tasks, powers and resources at the central, regional and local levels, which will promote efficient cooperation between regions and communities, increase initiative and responsibility of public authorities in the region. In this context, the necessity and importance of strategic planning becomes of high priority, which is stipulated by the possibility of using it as an efficient tool for coordination and cooperation of governmental institutions, business structures and civic organizations, optimal use of available territorial resources. Strategic planning is an integrating force that organizes and directs the process of developing strategic goals, and creates the basis for the distribution of resources at the level of regional authorities [1, c.221]. At the regional level, public policy is implemented by selecting priorities and substantiating the strategy for the development of long-term and current forecasts of the socio-economic development of the region; forming a regional budget; coordinating the work of local authorities in resolving interregional issues; ensuring environmental protection and rational nature use; equalizing the living standards of the population of administrative territorial units of the region; creating highly developed social infrastructure; developing and managing recreational economy; regulating the energy consumption in the territory; encouraging foreign investment and etc.

The formation and implementation of public regional policy is based on an integral approach, which involves a combination of the following components: sectoral – increasing the level of competitiveness of regions by optimizing and diversifying the structure of the economy, ensuring effective specialization of regions with the prioritized use of the own resource potential; territorial (spatial) – achieving even and balanced development of territories, developing interregional cooperation, preventing intensification of socio-economic disproportions by forming “growth poles”, activating local economic initiatives and strengthening rural potential, ensuring the socio-economic unity and evenness of regional development in order to create equal conditions for human development; managerial – applying single approaches to forming and implementing regional development policy, creating a single

system of strategic planning and forecasting of the development of the State and regions, optimizing the system of territorial organization of power [2, c.11].

The practice of introducing strategic approaches in planning and implementing public regional development policy is based on a set of adopted normative legal documents. In particular, the Law of Ukraine “On Foundations of Public Regional Policy” defines the basic legal, economic, social, ecological, humanitarian and organizational foundations of public regional policy as an integral part of Ukraine’s internal policy, and determines a system of planning documents in the sphere of public regional policy, which includes: the National Strategy for Regional Development of Ukraine; the Action plan for the Implementation of the National Strategy for Regional Development of Ukraine; regional development strategies; action plans for the implementation of regional development strategies; investment programs (projects) aimed at regional development [3].

The National Strategy for Regional Development is based on a system for coordination of strategic planning processes at central, regional and local levels, which, in particular, provides for:

- synchronization of processes of strategic planning for the development of separate sectors of economy of the State and its regions in view of the need for their development, and the necessity of increasing the level of competitiveness of regions. This is especially relevant for the activities of central executive bodies that develop long-term targeted programs aimed at solving problems in the development of separate sectors of the economy and society, whose implementation significantly affects the development of territories. In this regard, a mandatory assessment of the impact of implementation of strategies and programs for the development of separate sectors of the economy on the development of regions will be introduced at the national level;

- harmonization of regional development strategies with the Strategy in terms of defining objectives and measures requiring joint actions of central and local executive bodies, local government bodies;

- coordination of territorial planning for the development of the State according to the General scheme for planning the territory of Ukraine, schemes for planning administrative territorial units of different levels and settlements, and regional development strategies;

- coordinated mid-term and short-term national regional development programming as well as regional and urban development programming based on the adopted strategic documents;

- coordinated implementation of the Strategy through the execution of the action plan for its implementation according to the identified stages and action plans for the implementation of regional development strategies.

The co-ordination of strategic planning and strategy implementation process is ensured through the application of two coordination schemes for

the activities of central and local executive authorities, local government bodies: horizontal (at the level of central executive authorities) and vertical (at the level of central and local executive authorities, as well as local government bodies of different territorial levels, non-governmental institutions: civic organizations and business structures involved in regional development) [4].

The National Regional Development Strategy is a model for achieving the nationwide goals: substantiating the aim; identifying current trends and regularities of development; forming priority directions of structural, investment, innovation and social policy, forming a scenario of perspective social and economic development of regions, and defining stages and terms of its implementation. According to the Strategy, regional development policy in Ukraine at the present stage is formed according to the following basic principles:

- programming: regional development policy is implemented through interconnected long-term development strategies, plans and programs at both national and administrative territorial levels;

- concentration: due to the limited financial resources of the State in the execution of tasks, resources are concentrated in certain territories, the hierarchy of priorities is set according to the formulated goals, and requirements for the economic efficiency of their use are determined;

- synchronization of actions (“synergies”): simultaneous implementation of a number of reforms that affect the socio-economic development of regions, coordination of priorities and actions of central and local executive authorities, and local government bodies related to regional and local development;

- polarized development: formation of “support regions” (growth poles, locomotives of growth), in which financial, administrative managerial, human and other resources are concentrated, with further enhancement of innovation activity in other regions;

- additionality: financial support for regional development is provided through public and local budgets. According to this principle, financing from the public budget will be carried out without reducing funding from local budgets;

- subsidiarity: distribution of powers by which the place of the provision of the administrative (managerial) service is as close as possible to its direct consumer, taking into account the completeness of the provision of the proper quality of service by concentrating material and financial resources at the appropriate territorial level of management;

- balanced development: provision of differentiated public assistance to regions in view to their potential, conditions, criteria and terms defined by the legislation;

- partnership: close cooperation among central and local executive authorities, local government bodies, citizen associations and economic

entities in the process of Strategy implementation, monitoring and assessment of the fulfillment of defined tasks;

- unity: ensuring social unity, which is to reduce disparities between certain regions in the use of human resources and the standard of living of the population; economic unity, which is to reduce disparities in economic development; and spatial unity, which is to create infrastructure conditions for the development of peripheral regions [5, c.18].

When developing a strategic plan of the territory, it is necessary to take into account the main goals (priorities) of the Strategy for Economic and Social Development of Ukraine, National Regional Development Strategy, regional development strategies and strategies for the development of economic sectors (spheres of activity).

The procedure for developing regional development strategies is defined in the Resolution of the Cabinet of Ministers of Ukraine “On Approving the Procedure for Developing Regional Development Strategies and Action Plans for their Implementation, as well as carrying out Monitoring and Performance Evaluation of the Implementation of the Mentioned Regional Strategies and Action Plans” [6].

The Regional Development Strategy is a document that determines trends and major problems of socio-economic development, strategic and operational goals, priorities for the development of the region for a certain period of time, main objectives, stages and mechanisms of their implementation, the monitoring and performance evaluation system. The Action Plan for the Implementation of the Regional Strategy is a tool for the implementation of the regional strategy that envisages actions in the mid-term perspective (three to four years) and within objectives, responsible performers, deadlines, amounts and sources of financing with the performance indicators, defined in the regional strategy, and is a basis for the development of investment programs (projects) aimed at regional development.

The Ukrainian Regional Development Fund should direct its funds to the implementation of investment programs and projects of regional development (including projects of cooperation and voluntary unification of territorial communities) which are aimed at the development of regions, creation of infrastructure of industrial and innovation parks, and correspond to the priorities identified in the National Regional Development Strategy and relevant regional development strategies [7, c.150]. However, it should be noted that the Ukrainian Regional Development Fund, as a main financial tool for the implementation of the draft Action Plans, has not yet become the accumulator of development projects. A significant number of supported projects are not fully geared to create the conditions or impetus for regional development. Most of the projects are focused at solving current local problems. On the other hand, the European model of regional development proceeds from the thesis that regional policy is above all a development policy

based on strategic approaches. At the same time, the role of integrators of national, regional and sectoral strategies should be played by Action Plans for the implementation of national and regional development strategies, which are still very far from this role in Ukraine [8].

General requirements for making and approving socio-economic development programs are defined by the Law of Ukraine “On Government Forecasting and Development of Economic and Social Development Programs of Ukraine” and by the Resolution of the Cabinet of Ministers “On Developing Forecast and Program Documents for Economic and Social Development and Drafting the Government Budget”. In particular, the legal, economic and organizational foundations for the creation of a comprehensive system of forecast and program documents of economic and social development of Ukraine, separate branches of economy and separate administrative territorial units as a constituent part of the general system of public regulation of the economic and social development of the State have been determined; the general procedure for the development, approval and implementation of the mentioned forecast and program documents of economic and social development, as well as the rights and responsibilities of participants of government forecasting and development of economic and social development programs have been established [9].

Economic and social development programs are national targeted programs for economic, social development of regions, districts, cities and unified territorial communities. The development of targeted programs for territorial development aims to promote the implementation of national and regional policy in the priority directions of the development of the State, separate branches of economy and administrative territorial units; ensuring concentration of financial, logistical and other resources, productive and scientific technical potential, as well as coordination of activities of central and local executive authorities, enterprises, institutions and organizations in order to solve the most important problems. The development of a targeted program undergoes the following stages: initiating the development of a targeted program, development and public discussion of the concept of the program; approving the concept of the program and deciding on the development of the draft program, defining the customer and the terms of its development; drafting the program – defining measures and tasks suggested for inclusion in the program, amounts and sources of financing; public expertise of the draft program; approval of the program; carrying out competitive selection of performers of measures and tasks of the program; executing program measures and tasks, exercising control over their execution; preparing and assessing annual reports on the results of the implementation of the program, and, if necessary, interim reports; preparing and publishing a final report on the results of program implementation in the official printed editions [10].

It is stipulated by law that local economic and social development programs should reflect:

- analysis of socio-economic development of a certain administrative territorial unit for the previous and current years and characterization of the main problems in the development of its economy and social sphere;
- the state of use of natural, industrial, scientific technical and labor potential, the ecological situation in a certain administrative territorial unit;
- possible ways of solving the main problems of economic and social development of a certain administrative territorial unit;
- a system of measures of local executive authorities and local government bodies related to the implementation of socio-economic policy with the defined terms of implementation and its performers;
- main indicators of socio-economic development of a certain administrative territorial unit;
- data on receiving and using revenues from the disposal of communal property entities, efficiency of using communal property entities, indicators for the development of enterprises and organizations that are entities of communal property rights [11].

Programs are a key tool for implementing a regional development strategy and they integrate interdependent and time-bound projects aimed at developing the identified advantages and minimizing threats. Each of these programs solves the task of ensuring the socio-economic development of the region as a whole and its territories, taking into account the requirements for sustainable development of territories and changes in the territorial administrative division within the region. The formation of programs on the basis of a project approach helps to clearly define the aim, time limits and final results of their implementation, as well as necessary resources [12, c.226].

Thus, despite the considerable number of normative legal acts, it is necessary to point out the insufficient effectiveness of legal instruments for practical implementation of strategic planning in Ukraine. In particular, the analysis of the existing practice of regional development strategic planning indicates the need for appropriate improvement in terms of clear delineation of functions and powers of central and local executive authorities and local government bodies; improving the procedure for regulation of nationwide and regional forecasting and socio-economic development planning (defining the status of strategic documents, introducing principles of regional programming and planning); introducing the mechanism for concentration and optimization of national resources directed to regions as current financing of public institutions, capital investments of the main spending units of the public budget in order to achieve the most effective use of them in solving regional development problems; coordinating the processes of local government development, promotion of the cooperation of its bodies, etc., will contribute to the implementation of the territorial development strategy.

When considering strategic planning as a tool for ensuring sustainable development of the region, it is necessary to highlight the main features that should underpin its understanding and implementation to ensure the effectiveness of this process:

- implementation of strategic planning at the regional level implies compliance with two requirements: a long planning horizon (5 years and more), and directing the plan for the further development of the region, ensuring positive dynamics in all areas of activity, envisaged by the set goals with the maximum use of the existing potential of the region;

- strategic planning should give a clear picture of the goals and priorities of regional development, defining the main directions of activity, tasks and indicators that should be attained without extra detailization necessary for such plans;

- strategic planning should be systematic and flexible enough, adaptive, enabling the possibility of making certain changes that may be caused by changes in the general social and socio-economic life of the country;

- the strategy should be well-grounded, comprehensive and systematic; in addition to the above-mentioned stakeholders, qualified specialists and experts in various issues of regional development, development and implementation of the mentioned strategy should be involved in the creation of the strategy;

- during strategic planning, it is necessary to objectively determine and evaluate the current state of development of the region and its potential for its fullest use in defining and achieving strategic goals and objectives [13, c.101].

In order for the strategic plan to become an effective tool of changes in the development of the territory, it should: qualitatively undergo the procedure of its preparation according to the stages and defined algorithms; be integrated into the activities of all organizational structures of government, civic organizations and local business; should be based on thorough analysis of the research of the state of territorial unit development and analysis of the existing potential of community development, a clear system of organization of the process of strategy development and a well-established algorithm of actions, unification of the efforts of participants in the development of the territorial unit, all available in the community types of capital (resources) to form competitive benefits and plan creative decisions that can bring success in regional development [14].

The Development Strategy is not a comprehensive document that describes all the socio-economic spheres of the territory. On the contrary, it focuses on the key, most promising trends revealed on the basis of the analysis of socio-economic potential, strengths and weaknesses of the internal environment of the territory, possible favorable or negative external influences. The development strategy should encompass measures that

interconnect nationwide priorities, provisions of the general planning schemes for certain territories, forecasts and programs for the development of separate sectors of the country's economy, interregional interests with their own priorities for the development of a specific territory [15, c.20].

Effective strategic planning for the sustainable development of the region should be based on a thorough approach to the definition of such development goals as well as the main priorities and objectives. In today's context, the strategic plan for the development of a region or a certain territorial unit can only be efficient and effective if all stakeholders: representatives of public authorities, local government, business, education, science, and the public, are involved in its formation, in particular at the stage of goal setting.

Therefore, the priority trends for optimizing the practice of strategic planning for socio-economic development as a tool for implementing regional policy include: creation of a legal framework for unique strategic management, consistent control and discipline, in particular in terms of clarifying and coordinating the functions of different entities; systematization and arrangement of strategic documents at different levels; application of a formalized standard of the structure and procedure for developing strategic planning documents; development of a methodology for implementing an integrated approach to ensure consistency and hierarchical linkage of elements of the strategic planning system (including socio-economic, sectoral and territorial strategic planning documents); effective communication support for the strategy by informing the public about the progress of its implementation; adaptation of European experience in implementing modern strategic planning procedures and technologies in the sphere of socio-economic development.

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Administrative barriers in the Ukrainian economy and the conceptual formulation of the problem of their forecasting

Active development of business initiatives, achieving a competitive advantage is the result of many factors: effective management, entrepreneurial flair, developed and implemented in the business product innovation, sound financial policy, efficient marketing strategy. However, before the business there are often administrative and economic, technological and organizational barriers, overcoming of which largely allows providing a competitive edge. Under the administrative barrier should understand the obstacles set by the state to organizations that impede their activities and do not lead to improvements in the functioning of the state. The issue of the nature of administrative barriers continues to be a contentious issue. For V. Volchik, they represent part of the institutional barriers to the development of entrepreneurial activity consisting of two groups. One of them is formed by formal institutional barriers, which are direct consequences of the interventionist state economic policy, the other by informal ones, i.e., those associated with corruption factors that impede the creation and functioning of entrepreneurial structures, and introduce serious distortions to market coordination mechanisms. Barriers belonging to the first of these groups are called administrative [1, p. 56–57]. At the same time, there is a view according to which administrative barriers are those related to corruption factors. In line with this point of view, the administrative barriers are obstacles in the way of organization and realization of entrepreneurial activities of small businesses created some officials of the Executive authorities [12, c. 40–41]. (Look about it: [2, p. 40–41])

In our opinion, both points of view are too restrictive. We believe that those authors who adhere to such interpretations are right:

1) «in terms of their economic content, administrative barriers restricting the behaviour and economic initiative of entrepreneurship are a set of institutions, formal and informal rules and norms for organizing and carrying out entrepreneurial activity, and also a mechanism for enforcing these rules, which provides for the use of stimulating or discouraging sanctions» [3, c. 8];

2) «administrative barriers in the field of entrepreneurial activity is a combination of formal and informal actions (inaction) of administrative bodies of state (municipal) government using the existing or enacted regulatory framework, as well as bypassing it, limiting and inhibiting the

legitimate activities of entrepreneurial structures at various stages of the business life cycle» [4, с. 58];

3) «administrative barriers are established by acts of bodies of state power of rules (decisions), compliance with which is a mandatory condition of doing business in their respective markets of goods and services, resulting in unnecessary financial and labour costs of business entities, aimed at overcoming them. Administrative barriers also include the actions of the Executive bodies of state power and their officials restricting competition, infringing organizations and individual entrepreneurs to implement the business (entrepreneurial) activities» [Гилина, с. 53].

According to G. Filyuk, «all types of administrative barriers may be divided into the following groups:

- barriers regulating access to resources and property rights to them (registration of a business entity, changing its status, etc.);
- barriers to acquiring rights to conduct business (licensing, certification, licensing system, trademark registration, regulatory requirements);
- barriers providing control over the economic activities of the enterprise (checks, sanctions for violations, state support, coordination) » [6, p. 23].

More thoroughly to the issue of classification of administrative barriers came R. Malikov and K. Grishin. They proposed a three-level classification. This distinguishes their approach from the simplified approach to the classification of administrative barriers, which involves the formulation of simple lists of groups of these barriers.

The first level of the three-level classification is based on the following criterion: the sphere of relations between government and business, where an administrative barrier arises. By this criterion, seven groups are distinguished, namely:

- 1) administrative barriers in accessing and dealing with state (municipal) property and land;
- 2) administrative barriers in accessing state (municipal) financing (state support, state order);
- 3) administrative barriers in access to engineering and transport infrastructure;
- 4) administrative barriers in obtaining state (municipal) services;
- 5) administrative barriers in the exercise by the state (municipal) bodies of permissive, regulatory and control and supervision functions;
- 6) administrative barriers caused by the activities of state judicial and law enforcement agencies;
- 7) administrative barriers in the form of illegal seizure of assets (raider seizures).

At the second level of classification, the criterion «form of relations between government and business in which an administrative barrier arises» is used. According to this criterion, group «1» of the first level corresponds to two forms of relations between government and business, in which an

administrative barrier arises: 1) registration of property (property, land) (including privatization, re-registration of property rights and the right to pre-emptive redemption of leased property); 2) rent (property, land) (including extension of the lease and the right to preemptive lease); group «2» – also two forms: 1) state support; 2) state order; group «3» – one form: connection of facilities to the engineering and communal infrastructure; group «4» – two forms: 1) state registration; 2) the provision of information, the preparation and issuance of certificates, other documents, etc.; group «5» – six forms: 1) issuance of building permits; 2) licensing; 3) state standards; 4) fiscal load; 5) mandatory reporting; 6) inspections of regulatory authorities; group «6» two forms: 1) law enforcement; 2) judicial activity; «7» group – one: assistance of state bodies to raider seizure of business [4, c. 58–60].

At the third level of the classification under consideration, specific types of administrative barriers appear that correspond to each of the above forms of relations between government and business. The «registration of ownership» form covers six types of administrative barriers: 1) refusal to register ownership with reference to the current regulatory framework; 2) unmotivated refusal to register ownership; 3) the provision of administrative pressure (explicit, hidden) in order to force refusal of the transaction; 4) violation of the competitive bidding procedure; 5) the presentation of additional requirements (documents, certificates); 6) delaying the time for resolving issues, misleading information, administrative red tape; The «lease (property, land)» form – seven types: 1) refusal to conclude (extend) a lease agreement with reference to the current regulatory framework; 2) unmotivated refusal to conclude (extend) the contract; 3) the provision of administrative pressure (explicit, hidden) in order to force refusal of the transaction; 4) violation of the competitive bidding procedure; 5) the presentation of additional requirements; 6) delaying the time for resolving issues, misleading information, administrative red tape; 7) overpriced rent; The «state support» form – five types: 1) refusal to provide state support with reference to the current regulatory framework; 2) unmotivated refusal to provide such support; 3) violation of the bidding procedure (including in favor of certain individuals); 4) the presentation of additional requirements (documents, certificates); 5) delaying the deadlines for resolving issues, misleading information, administrative red tape; «state order» form – six types: 1) refusal to gain access to state orders with reference to the current regulatory framework; 2) unmotivated refusal to gain access to state orders; 3) violation of the competitive bidding procedure (including in favor of certain persons); 4) the presentation of additional requirements (documents, certificates); 5) misrepresentation, administrative red tape; 6) delaying the terms (or refusal) of payment for work performed under the state contract; The form «connecting facilities to the engineering and communal infrastructure» – five types: 1) denial of access to the engineering and

transport infrastructure with reference to the current regulatory framework or lack of additional capacity; 2) unmotivated denial of access to engineering and transport infrastructure; 3) unreasonably high cost of connection and excessive operating tariffs; 4) the presentation of additional requirements (projects, documents, certificates); 5) delaying the connection time, misrepresentation, administrative red tape; «state registration» form - four types: 1) refusal of state registration with reference to the current regulatory framework; 2) unmotivated refusal of state registration; 3) the presentation of additional requirements (documents, certificates); 4) prolongation of the terms of state registration, misrepresentation, administrative red tape; The form «providing information, preparing and issuing certificates, other documents, etc.» also includes four types: 1) refusal to provide information (certificates, other documents) with reference to the current regulatory framework; 2) unmotivated refusal to provide information; 3) presentation of additional requirements; 4) delaying the time for the provision of information (certificates, other documents), misrepresentation, administrative red tape; The form «issuance of a building permit» – five types: 1) refusal of a building permit with reference to the current regulatory framework; 2) unmotivated refusal of a building permission; 3) the provision of administrative pressure (explicit, hidden) in order to force the abandonment of construction; 4) the presentation of additional requirements (documents, certificates); 5) delaying the issuance of building permits, misrepresentation, administrative red tape; «licensing» form - four types: 1) refusal to obtain a license with reference to the current regulatory framework; 2) unmotivated refusal to obtain a license; 3) the presentation of additional requirements (documents, certificates); 4) prolongation of the terms for issuing a license, misrepresentation, administrative red tape [Filuk, p. 58–60].

Forms of «State standards»; «Fiscal load»; «Mandatory reporting» corresponds to one type of administrative barriers. These are redundancy and inconsistency of the requirements of state standards, the lack of connection between the requirements of state standards and ensuring security; excess fiscal load; redundancy of mandatory reporting. Two types of administrative barriers are covered by the form of «verification of control and oversight bodies», namely: 1) violation of the law during inspections; 2) «custom» checks. Five types of these barriers correspond to the form of «law enforcement activity»: 1) the refusal of law enforcement agencies to respond to illegal actions against an appealing entrepreneur, concerning the current regulatory framework; 2) unmotivated refusal of law enforcement agencies to respond to unlawful actions against the applying entrepreneur; 3) delays in the timing of the provision of information, misrepresentation, administrative red tape in the investigation of offences; 4) unlawful interference by law enforcement agencies in the business activities of a business entity, formal and informal pressure on the business; 5) «ordered» criminal or administrative prosecution. The form «judicial activity» covers two types of

administrative barriers: 1) the illegality of judicial decisions; 2) delaying the execution of court decisions. It covers two types of administrative barriers and the form «assistance of state bodies to raider seizure of a business», namely: 1) assistance to authorities in the deliberate bankruptcy of an enterprise to seize rights to assets; 2) raider capture with the support of state (municipal) authorities. [4, p. 60].

In addition to the above classification, R. Malikova and K. Grishin we find a proposal to distinguish intentionally (artificial) and unintended administrative barriers. The former is formed to provide preferences in the interests of certain persons or to receive rent by the official (group of officials), who creates the creation of a particular administrative barrier, the latter - due to excessive regulation and unreasonable burdensome current legislation governing the implementation of entrepreneurial activity, as well as low the effectiveness of the bureaucratic apparatus [4, c. 58].

One of the drawbacks of the above approach to the classification of administrative barriers is the defiance of the fact that there are administrative barriers to exit the market – factors that prevent firms from leaving the market without significant losses. Regional administrative barriers are not taken into account in this approach.

The presence of administrative barriers in the Ukrainian economy due to the influence of such factors:

1) the desire of state and municipal authorities to maximize the regulation of economic activity, and this is primarily due to the desire to create a demand for corruption services of officials;

2) the existence of the problem of access to potential competitors to limited resources;

3) the widespread use by government officials of their power to create administrative barriers that allow them to receive bribes;

4) a clan-oligarchic model of government and the Ukrainian economy, as a result of which competition is developing not for the consumer, but around the normative legal acts adopted, and the authorities are forcibly distributing market niches, giving the most profitable segments to «their» firms, which, in there, in turn, they transfer in favour of these bodies or individual officials part of the excess profits;

5) a high rate of return on investments in the creation of administrative barriers, which is distributed between the official and the lobbyist company;

6) a high level of corruption, which has become the main real source of remuneration for the vast majority of officials, and therefore the purpose of their tenure. At the same time, corruption is the biggest problem for small and medium-sized businesses, since the number of bribes may exceed the starting capital;

7) the significant role of administrative barriers in ensuring the filling of state and local budgets;

8) the lack of clear «rules of the game» that every market participant must adhere to (this situation gives rise to the problem of a lack of ethics and a culture of doing business, legal culture, which, in turn, entails raiding);

9) the absence of a real arbiter who can ensure the implementation of the formally declared principle of the rule of law in Ukraine, such a state of affairs when the judicial and law enforcement systems are tools to support public anomalies that block the development of Ukraine;

10) a low level of competition culture, a lack of proper attention to competition policy, and a lack of understanding of the need to assign an active role to it in state economic policy [6, p. 26–28].

Table 1.
Indicators of the level of administrative barriers according to the Ranking of ease of doing business

							2018	2019	2020
Starting a business									
Procedures (number)	9						6	6	6
Time (days)	24						6,5	6,5	6,5
	4,4						0,8	0,6	0,5
Minimum capital (% of income per capita)							0	0	0
Getting electricity									
	21						5	5	5
Time (days)	375						281	281	267
	229,2						525,2	402,5	353,2
Registering property									
Procedures (number)	10	10	8	7	7	7	8	7	7
Time (days)	117	69	45	27	23	23	17	17	15
	3,9	3,7	1,9	2,0	2,0	1,9	1,8	1,8	1,7
Enforcing contracts									
Time (days)	343						378	378	378
	41,5						46,3	46,3	46,3
Procedures (number)	30						30	30	-
Quality of judicial processes index	-						9,0	11,5	11,5
Paying taxes									
Payments (number per year)	135						5	9	5
Time (hours per year)	657						327,5	327,5	328
Total tax and contribution rate (% of the profit)	57,1						37,8	41,7	45,2
Postfiling index (0–100)	-						85,95	85,95	86,0
Time (years)	2,9						2,9	2,9	2,9
Cost (% of estate)	42						40,5	40,5	40,5
Recovery rate (cents on the dollar)	8,9						8,9	9,6	9,0

Source: compiled according to the Doing Business [<https://www.doingbusiness.org>]

Economic losses to society due to the existence of administrative barriers include not only unproductive transaction costs associated with the

need to overcome these barriers, but also reduced the efficiency of use of society's available resources [3, p. 8]. In particular, administrative barriers can create a serious mismatch of the structure of national production the structure of demand. This, in turn, can lead to an increase in the marginal propensity to import, which adversely affects the multiplier of economic policy.

An analysis of the dynamics of the level of indicators of administrative barriers in Ukraine in 2012 – 2020 draws attention in the first place. This analysis, in particular, showed: for the period from 2012 to 2020, the level of administrative barriers to entry into the domestic market significantly decreased. At the same time, in 2017, it increased slightly in two indicators compared to the previous year, and in one it exceeded the level of 2015; the barriers to exit the Ukrainian domestic market were stably high; trends in the dynamics of indicators characterizing property registration were encouraging; there were positive changes in the dynamics of indicators characterizing administrative barriers related to the Ukrainian tax system; an institution for enforcing contracts in the courts was the only administrative barrier, the characteristics of which in 2003 – 2017 had a tendency to deteriorate:

The main measures to reduce the level of administrative barriers in Ukraine may be:

- 1) reduction of state regulation of economic activity through its deregulation;
- 2) improving the quality and accessibility of public services, ensuring openness of data, optimization of administrative and managerial processes through the introduction of electronic governance in Ukraine;
- 3) prevention and counteraction of corruption in state bodies and local authorities;
- 4) the development of economic activity and the strengthening of the competitive environment through the advocacy of competition;
- 5) ensuring stable, accessible for understanding and law enforcement legislation of Ukraine;
- 6) reducing the number of procedures, the list of documents, improving and unifying the requirements that are necessary for the state registration of an enterprise, for obtaining a license or other authorization document for a certain type of business activity;
- 7) counteraction to raider seizures of business and private property;
- 8) reduction of the fiscal burden on enterprises;
- 9) ensuring the operation of the principle of the rule of law and its implementation by judicial and law enforcement agencies in Ukraine;
- 10) providing equal opportunities for access to financial resources to all business entities;
- 11) simplification of the formation and reporting to state authorities [7, p. 18].

These and other measures to reduce administrative barriers in Ukraine of the economy be undertaken in a holistic manner which involves the rejection of the «barrier» nature of state regulation of entrepreneurial activity and its replacement with a set of rules supported by both the state and other economic entities. According to this approach, the following are necessary: 1) transition to the maximum possible simplification of the access of economic entities to the market while increasing the responsibility (primarily economic) of all market participants, including the state, for the real result of activities; 2) shifting emphasis from control of availability and correctness paperwork on the current economic activities of business entities to monitor the activity itself (products, services provided) and the actual behaviour of entrepreneurs in the market; 3) the creation of mechanisms for the responsibility of economic agents not only to the state but, above all, to each other. At the same time, the main emphasis should be on simple and radical measures, the maximum reduction of contacts between businessmen and officials [8].

One of the most important prerequisites for reducing the level of administrative barriers in the economy is forecasting. The prediction of administrative barriers in the economy is a complex problem. Quite obvious its inextricable link to economic forecasting. As you know, today in the theory and practice of economic forecasting, there is a crisis. This, in particular, shows the deep scepticism about the possibility of obtaining reliable forecasts of economic indicators, phenomena and processes that spread among economists. A particularly impressive example of this scepticism is a very sharp criticism of the economic forecasting and dealing with them the people contained in the last book of John. K. Galbraith – one of the most influential economists of the second half of this century. The nodal status of this criticism are:

1) «the fraud begins with a controlling fact, inescapably evident but all but universally ignored. It is that the future economic performance of the economy, the passage from good times to recession or depression and back, cannot be foretold. There are more than ample predictions but no firm knowledge. All content with a diverse combination of uncertain government action, unknown corporate and individual behaviour and, in the larger world, with peace or war. Also with unforeseeable technological and other innovation and consumer and investment response. There is the variable effect of exports, imports, capital movements and corporate, public and government reaction thereto. Thus the all-too-evident fact: The combined result of the unknown cannot be known. This is true for the economy as a whole, as also for the specific industry or firm. So the view of the economic future has always been. So it will always be» [9];

2) «in the economic ... prediction of the unknown and unknowable is a cherished and often well-rewarded occupation. It can be the basis, though often briefly, of a remunerative career. From it comes allegedly informed judgment as to the general economic prospect and that of the individual

participating and affected enterprise. The men and women so engaged believe and are believed by others to know the unknown; research is thought to create such knowledge. Because what is predicted is what others wish to hear and what they wish to profit or have some return from, hope or need covers reality» [9];

3) «... those employed or self-employed who tell of the future financial performance of an industry or firm, given the unpredictable but controlling influence of the larger economy, do not know and normally do not know that they do not know. <...> There is no easy denial of an expert's foresight. Past accidental success and an ample display of charts, equations and self-confidence affirm the depth of perception. Thus the fraud. Correction awaits» [9];

4) there are unscrupulous forecasters prefer to anticipate what you'll pay handsomely consumers of economic forecasts [9].

Although in the above invective, there are many just, in General, with the position of John. K. Galbraith on economic forecasting is not acceptable. After all, what he meant by prediction is a prediction. But between them there is a fundamental difference which is well explained by V. V. Ivanter: «...the prediction has nothing to do with predictions. If You think that I know what will happen, then nothing of the sort – I know no more than You. <...> Economic forecasting is an attempt to assess the consequences of any act or omission of government, business and society. Depending on how they behave, creates hypotheses and assesses the implications of situations» [10].

Those who are not inclined to agree with John. K. Galbraith on economic forecasting, can not be a close point of view, the position of F. Debold relatively serious mistakes developer's macroeconomic forecasts: «...past failures do not necessarily imply a bleak future: we learn from our mistakes. Just as macroeconomics has benefitted from rethinking since the 1970s, so too will macroeconomic forecasting» [11, p. 175].

So, the reason to abandon the economic forecasting no. On the contrary, the actual search for new solutions, conceptual and methodological problems.

Very closely the prediction of administrative barriers in the economy related to the prediction of threats to the security of economic subjects from the subjects of public authority. Therefore, for us is of considerable interest, the concept of increasing the scientific quality of forecasting the legal and administrative threats to the security of business entities, developed by G. L. Chistokletova.

In the framework of this concept:

a) it is argued that the scientific principles of forecasting administrative and legal threats to the security of business entities are the principles of systemic, comprehensive, scientific, phasing, continuity, cost-effectiveness;

b) it is shown that the stages of forecasting administrative and legal threats to the security of business entities are: 1) the pre-prognosis orientation; 2) collection and system analysis of data about the object of

forecasting and the forecast background; 3) building a forecast; 4) its verification; 5) forecast correction; 6) registration of forecasting results and their acceptance by the customer;

c) it was found that the main role in the development of forecasts of administrative and legal threats to the security of business entities belongs to the method of expert assessments:

- method of comparative legal studies;
- sociological method;

- method of testing which consists in the consideration of the draft legal act for potential actors in the implementation of its provisions to identify shortcomings of the project, analysis of possible problems that could cause the application of its provisions, and to develop recommendations for addressing these issues;

- experiment. Using this method, an organ that takes (makes) the normative act limits its effect in time, territory or to persons;

- extrapolation of trends and factorial mathematical model [12, p. 13, 278].

Prediction of administrative barriers in the economy should primarily be carried out as part of the examination of regulatory legal acts and their projects. The methodological provisions regarding the conduct of such an examination in Ukraine are formulated in the Methodological Recommendations for conducting a legal examination of draft regulatory legal acts approved by the resolution of the Board of the Ministry of Justice of Ukraine dated November 21, 2000 No. 41 [13]. These recommendations provide four types of expertise:

1) primary, i.e., that which is carried out for the first time by the procedure defined by the Methodological Recommendations;

2) repeated. It is carried out for the second time, within the scope of the initial examination or with a new subject, in the presence of reasonable comments by the developers or other participants in the process of considering the draft regulatory act. A repeated legal examination may be carried out by an expert or a group of experts who performed the initial examination, by another expert or a group of experts;

3) additional. It is carried out if significant changes and additions are made to the regulatory legal act in the process of its finalization, as well as in the event of a change socio-economic relations that make up the subject of legal regulation of this project. Additional legal expertise is usually carried out by the same expert or the same group of experts who conducted the initial examination.

4) control. It is carried out if there are significant disagreements between the conclusions of the initial and repeated examination on the draft regulatory legal act. Control legal expertise is always carried out by a new expert or a new group of experts.

According to the named methodological document, the examination of the draft regulatory legal act includes the following stages:

1) determination of typical characteristics of a normative legal act (subject, regulation method, type) and the degree of its compliance with the foundations of the legal system (conceptual assessment);

2) determination of the degree of accounting for the practice of normative regulation of this or a similar sphere of public relations, the establishment of all substantive relationships of the provisions of the project with the norms contained in other normative acts (systematic legal assessment);

3) determination of the degree of compliance of the normative legal act as a whole and its elements (legal institutions, group of norms, individual norms, legal terms) with the requirements of legal technology (legal and technical assessment);

4) generalization of individual assessments and the formulation of a general conclusion regarding the further passage of a regulatory legal act (expert opinion).

According to the guidelines [13] expert surveys are conducted on ad hoc groups of experts. These professionals carry out the selection of experts, develop a list of questions or questionnaires, conduct surveys, and summarize their results.

Although these guidelines do not exclude the examination of only one expert, in our opinion, such examination should only be collective. Existing equipment the collective expertise of the preference we gave the method of "brainstorming". It involves joint robot of experts on the regulations aimed at creating an atmosphere of free expression of ideas. The idea is that each idea put forward by experts needs to be discussed and cannot be declared false even in its apparent futility [Самохвалов14, с. 95].

Over time, in the Ukrainian scientific literature, there was a proposal to clarify reporting guidelines. So, according to the authors [15], the stages of the procedure of legal examination of draft normative-legal act are: 1) formalization of relations between the customer and the organizer of the examination; 2) the preparation of its implementation; 3) implementation (carrying out) of expertise; 4) obtaining and implementing the results of the examination by the customer [15, p. 60]. In the stage of examination of the normative legal act by the authors [15] identified six substages. This: 1) conceptual assessment; 2) systemic legal assessment; 3) comparative legal assessment; 4) technical and legal assessment; 5) verification of the object of examination using the hermeneutic method for compliance with the text of the object of examination «the true content of the rule of law», which reveals the will of the legislator, with, if necessary, consultations with the lawmaker; 6) drawing up an expert opinion [14, с. 60–62].

Serious help in predicting administrative barriers to the development of entrepreneurial activity in Ukraine should be recognized as the document

«Methodology for conducting anti-corruption expertise» (hereinafter «Methodology ...», approved by order of the Ministry of Justice of Ukraine on April 24, 2017, No. 1395/5 [16]. In this document, anti-corruption expertise refers to the activity of search in the legal acts, drafts of normative legal acts provisions that alone or in combination with other norms may facilitate the Commission of corruption offences or offences related to corruption. According to the «Methodology ...» during the examination, the following corruption factors are identified and evaluated: 1) fuzzy definition of the functions, rights, duties, and responsibilities of state authorities and local self-government, persons authorized to perform the functions of the state or local government; 2) the creation of excessive burdens for recipients of administrative services; 3) absence or vagueness of administrative procedures; 4) absence or shortcomings of competitive (tender) procedures. Thus, in the context of individual factors and the possible forms of their manifestation. In particular, the first factor they are:

1) the existence of discretionary authority, not due to the specificity of public relations-son, are regulated by normative-legal act envisages to regulate the draft of a normative legal act, or lack of legal tools that can provide the application of discretion in the amount and for the purpose for which these powers are granted to the person authorized to perform state functions or local self-government:

a) the establishment or extension of discretionary powers in the administrative procedures that, on the contrary, require a clear definition of the competence of body (persons authorized service-established to perform functions of state or local government);

b) exceeding the limits of discretionary authority, i.e. legal act, the draft legal act or other related acts do not contain legal means to ensure the use of discretionary powers in a strictly defined volume necessary for the proper execution by person authorized to perform state functions or local self-government, their rights and obligations with the purpose for it-tion which they had provided;

c) the inability in connection with the method of presentation discretionary powers to determine their volume, and consequently, to establish the fact of exceeding the limits of administrative discretion;

2) the lack of resolution procedures to resolve potential or actual conflict of interest, in case of the possibility of its occurrence;

3) the lack of clear criteria for assessing the activity of the person authorized to perform state functions or local self-government, and mechanisms for monitoring its activities;

4) the unclear boundaries of the personal responsibility of the person authorized to perform state functions or local government, for their decisions, actions or inaction [16].

To identify corruption-generating factors in a regulatory act, a draft regulatory act, in the «Methodology ...» indicators of corruption genericity are

established. For example, factor indicators of «fuzzy definition of the functions, rights, duties, and responsibilities of state authorities and local self-government, persons authorized to perform the functions of the state or local government» are: 1) the inability to determine the responsible person authorized to perform state functions or local self-government, empowered to carry out the in the function, to fulfil established by regulatory legal act, the draft legal act rights and responsibilities;

2) the uncertainty of the special constraints associated with the implementation of the established powers;

3) the lack of clear criteria for evaluating the effectiveness and efficiency of professional office activity;

4) the uncertainty of the precise content of the service activity of the person authorized to perform state functions or local self-government, in particular kinds and categories of cases which need to consider autonomy in making administrative and other decisions, volume official authority to do (duties and rights);

5) the lack of order of interaction of persons authorized to perform state functions or local self-government, other departments, other bodies of state power and local self-government in the performance of their powers;

6) the unclear boundaries of the personal responsibility of the person authorized to perform state functions or local government, for non-performance or improper performance of official duties;

7) the lack of resolution of procedure non-departmental control over the implementation of person urovnevaja-tion to perform functions of state or local government official duties;

8) the possibility of implementation of personal, property (financial) or other non-interest-me service, the interests of the person authorized to perform state functions or local self-government, in the performance of official duties [16].

It should be borne in mind that the signs of most corruptogenic factors are inter-related honey. Therefore, the same factor of corruptogenity (specific Normative regulation) may indicate the presence of different codziennych factors. For such cases, provided that the assessment regulations osuschetsvlyaetsya kapinovskogo concerning each factor, which this predpisano may be related. The elimination of identified corruption-causing factors can be carried out by: 1) specifying the provisions of a regulatory act, a draft regulatory act; 2) inclusion in the normative legal act, draft normative legal act of reference norms stipulating the need to use the provisions of other normative legal acts; 3) reflection in the regulatory legal act, draft regulatory act of the expanded (full) procedures.

So, we can draw the following conclusions: 1) administrative barriers in the sphere of economy should be considered as formal and informal actions (or lack thereof) of bodies of state (municipal) authorities and their officials based on normative-legal base, and also to bypass the regulatory framework,

hindering the legitimate activities of businesses at different stages of the business life cycle; 2) forecasting these barriers must first be carried out in the framework of expertise of legal acts and their projects; 3) the set of tools to develop projections regarding administrative barriers, the main role belongs to the method of expert estimations.

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Conceptual framework of a balanced scorecard: a value-oriented approach

The search for new management tools is due to the discrepancy between the existing management practice of responding to the request regarding a transparent mechanism for achieving strategic objectives and monitoring the effectiveness of their achievement considering the non-financial component of the business. The existing system of information support at the enterprise requires additions and updates concerning data sources, because the accounting system can not satisfy all requests of managers regarding information about the components of intellectual capital. Therefore, the research of possibilities of the «Balanced Scorecard» (hereinafter - BSC) is relevant, the implementation of which at the enterprise provides information about its intellectual capital. The practical experience of the world's leading companies («Apple», «Cargill», «Cisco», «Crown Castle International», «FedEx», «Hilton», «HSBC Bank plc», «Merck», «Novartis», «Novo Nordisk», «Philips Electronics», «Tata Motors», «Shell», «Siemens», «UPS», «Volkswagen» etc.) regarding the use of BSC as a management tool serves as an example for theoretical studies of this management methodology and its capabilities to improve the efficiency and competitiveness of Ukrainian business.

The main reason for the creation of the BSC was the inability to account for the management's need for information on the implementation mechanism of the strategy by achieving strategic objectives through an optimal set of financial, non-financial indicators and establishing relationships that would demonstrate the interdependence between them.

According to M. Nair, demand for BSC methodology seems to have filled the inherently unfilled needs for CEOs and the corporations they serve:

- the need for making strategy actionable at all levels;
- the need to balance objectives and measures and to isolate cause-and-effect relationships in the work being done to attain a strategic purpose;
- the need to relate vision, mission, and values to strategy;
- the need to move beyond just financial measures to their underlying measures (Nair, 2004).

The BSC reflects the growing dependence of business and government on intangible assets. The growing dependence on intangible resources has been the main reason for finding non-financial management tools (Olve et al, 2005).

In recent years, the theoretical foundations of this model have become even stronger, as evidenced by a number of improvements that have been

made by the BSC: it has turned from the evaluation system to the system, applied for the purpose of strategic management, dissemination of information and implementation of the strategy (Niven, 2006).

According to R.S. Kaplan and D.P. Norton, BSC aims at overcoming the contradiction between the desire to create competitive opportunities and the model of financial accounting (Kaplan & Norton, 2003). The BSC supplements the financial parameters system calculated from past events with a system of perspective assessments. The objectives and indicators of the system are determined according to the vision and strategy of the company and consider its activities by specific perspectives.

The BSC is a new framework for integrating measures derived from strategy. While retaining financial measures of past performance, the BSC introduces the drivers of future financial performance. The drivers, encompassing customer, internal-business-process, and learning and growth perspectives, are derived from an explicit and rigorous translation of the organization's strategy into tangible objectives and measures (Kaplan & Norton, 1996a).

The relevance of the investigation BSC is confirmed by great amount of theoretical investigations and the high level of practical usage of this approach. The American company «Bain & Company» questions companies' managers for determination of the main managing trends in technologies and methodology, which they are using for practice and for the rate of satisfaction (Rigby, 2001, 2003; Rigby & Bilodeau, 2009, 2013, 2015, 2018). These surveys have shown the following results regarding the practical application and the corresponding level of satisfaction from the BSC (Table 1).

Table 1. Global usage and satisfaction rates of BSC

Rate	Years					
	2000	2003	2008	2012	2015	2017
Usage rate (share of companies using BSC), %	36	62	53	38	38	29
Satisfaction rate (max=5,00)	3,96	3,88	3,83	3,90	3,90	3,93

These surveys used data from companies in countries such as the United States, Canada, France, Germany, Spain, the United Kingdom, China, India, Mexico, Brazil. Surveys for 2003 and 2006 show that more than half of the respondents used BSC in practice. In overall, it should be noted that there is a tendency to decrease the share of companies that use BSC in practice, although the level of satisfaction with the practical application of this approach remained relatively stable during the periods under study and ranged from 3.83 to 3.96.

Annually British consulting company «2GC Active Management» conducts a survey of companies' managers that use BSC in practice, concerning their views on the effectiveness of this method (fig. 1).

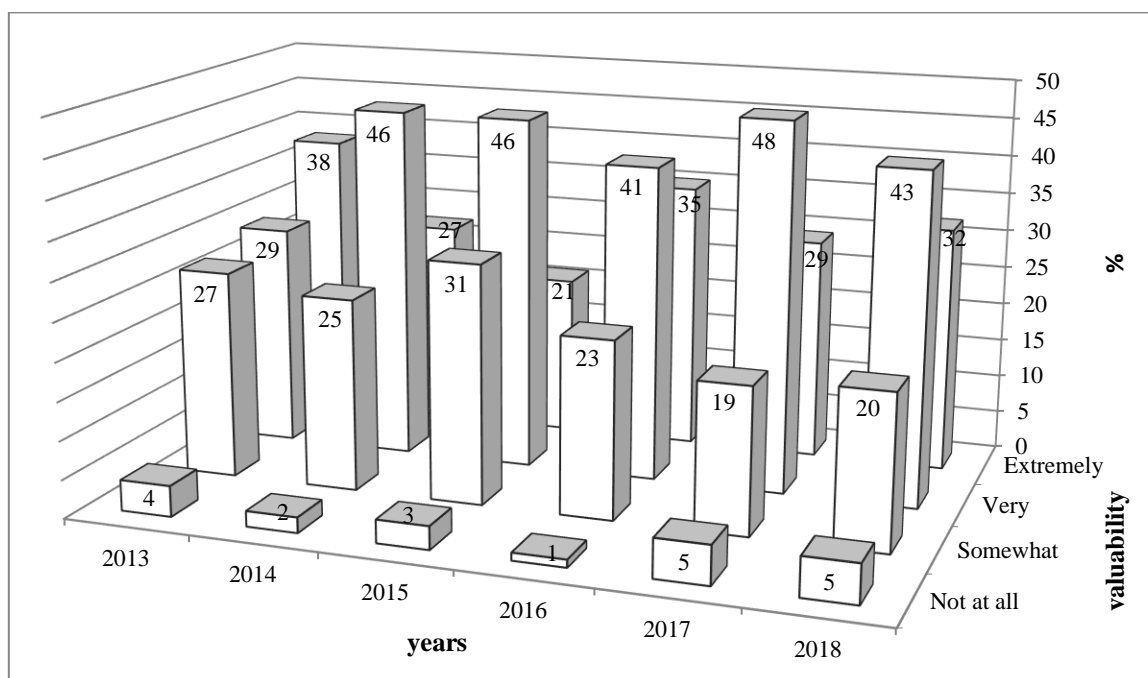


Figure 1. Company managers' views: How valuable is your BSC, %

The 2013-2018 survey results indicate a superior number of managers who are confident of the absolute effectiveness of the BSC or its very high level (balanced Scorecard Usage Survey, 2015, 2017, «everything you ever wanted to know about balanced Scorecard», n.d.). The view of partial performance of BSC is observed in managers, the number of which varies in the range of 19-31%. The number of managers who report a BSC failure during the study period does not exceed 5%. These results confirm the high level of effectiveness of BSC from the point of view of managers who apply this approach in practice.

The results of the above-mentioned surveys indicate that BSC is not just a theoretical approach to management, but also a widely used method, over the past two decades.

In order to clearly identify the essential content of the BSC, there is a need to understand it, so it is important to analyze and systematize the views of researchers on such a definition. Based on the analysis of different approaches to the definition of the BSC, it is possible to organize the data in Table 2.

The analysis of the different authors' approaches to the definition of BSC makes it possible to clearly see how this system evolved from a set of measures for management needs in a complex management system.

Today, the interpretation of the BSC as a set of measures (indicators, parameters) is possible, but very limited at least from the point of view of the emergence of a special conceptual apparatus within the system itself and the constant improvement of the existing methodology of BSC. So, H.R. Friedag and W. Schmidt note that BSC is more than just a system of indicators, it is a

system of strategic management, which is implemented by means of a system of indicators (Friedag & Schmidt, 2006).

Table 2.
Basic approaches to the definition of the term «BSC»

Approach to definition	Authors who support this approach
As a set (panel, dashboard) of measures, parameters, indicators	
- strategy-based	Ganin, 2012; Ivanova, 2010; Nemirovskiy & Starozhukova, 2006; Polevoda, 2016
- which comprehensively characterize the activity of the company	Krylov, 2014; Ilysheva & Krylov, 2014
- built on perspectives	Werner, 2012
- achieving the desired results	Momot, 2006
As a tool	
- strategy implementation	Beskhmel'nitsyna, 2014; Kyzym et al, 2007; Pogodina, 2012; Polevoda, 2016; Ptashchenko, 2009; Sorokina, & Gorokhov, 2013; Vetluzhskikh, 2008
- strategic management	Beskhmel'nitsyna, 2014; Ilysheva & Krylov, 2014; Kamennova et al, 2018; Kaplan & Norton, 2003; Melnyk & Savchenko, 2011; Olve et al, 2005
- performance measurement	Niven, 1999; Norreklit, 2000; Trunova, 2004
- performance management	Bashilov, 2007; Lawrie, G. (2019, March 1); Vetluzhskikh, 2008
- strategic management accounting	Lahovska et al, 2017; Yershova, 2019
- operational management	Vetluzhskikh, 2008
- distribution of information	Nemirovskiy & Starozhukova, 2006
- control	Vetluzhskikh, 2008
- maintaining balance of indicators	Rampersad, 2004
As a system	
- strategic management	Faizova, 2015; Friedag & Schmidt, 2006; Horvath&Partners, 2006; Kurilova, 2011; Nemirovskiy & Starozhukova, 2006; Niven, 1999; Novikova, 2011; Voskoboieva et al, 2019; Zizlavsky, 2014
- strategic performance management	Creelman, 2019, March 1; Gileva et al, 2016; Kasayeva et al, 2014; Krasnokutskaya et al, 2019; Lytovchenko, 2017; Morozkin, 2006; Oganezova, 2012; Pan, 2003
- measurement	Kaplan & Norton, 2003; Nemirovskiy & Starozhukova, 2006; Pogodina, 2012
- target management	Pogodina, 2012
- strategy implementation	Marete, 2015
As a concept	
- target management	Stroev et al, 2017
- performance management	Zizlavsky, 2014
- strategy implementation	Kyzym et al, 2007; Suhak, 2018
As a mechanism (framework)	
- strategy implementation	Gershun & Gorskiy, 2006; Kaplan & Norton, 2003
As a methodology	
- strategic dashboard	Eckerson, 2007
As an approach	
- performance measurement	Parmenter, 2008
As a support process	
- communications	Niven, 1999
As a technique (set of methods)	
- building KPI systems	Chepulyanis, 2018

So the BSC is used for the management needs and it is quite adequate to understand it as a management tool at different levels. There are opinions

that do not support the definition of BSC as a management tool. For example, S.A. Faizova notes that understanding the essence of BSC as a management system corresponds to the concept of balanced management of the enterprise, within which the free interpretation of BSC as a tool, technique, mechanism or technology is incorrect (Faizova, 2015).

The interpretation of the BSC as a separate concept of management is a confirmation that today it has gone beyond the simple approach of management. However, in order to be called the conception the BSC must have a developed methodology, approved methods of implementation and principles that are not currently available, so there is a need to develop such a conceptual framework of BSC.

According to J. Creelman, independent Balanced Scorecard consultant, the BSC is not a business performance measurement concept. It is a strategic performance management framework of which measurement is but one component (Creelman, 2019, March 1). The author points out that identifying BSC with the measurement system is the biggest mistake companies are making and this prevents them from providing real benefits to the approach – which is to change steps and improve efficiency.

In his turn, G. Lawrie, Managing Director at «2GC Active Management», notes that the BSC is a performance management tool that helps an organisation choose which performance measures it should focus on, and to justify this choice to others, but in itself it doesn't actually help you measure things (Lawrie, 2019, March 1).

Analysis of views (Table 2) allows us to conclude that most authors support the following positions in interpreting the BSC:

1) *BSC as a tool for strategy implementation.* The main feature of this approach is the use of BSC to increase the efficiency of the enterprise by increasing its adequacy to respond to changes in the external environment and, accordingly, the overall degree of flexibility in management, which will certainly positively affect the processes aimed at implementing the strategy.

2) *BSC as a tool for strategy management.* Given that strategic management encompasses more objectives (including the implementation of the strategy), the scope to be covered by the BSC will also be wider than the first approach. So, the BSC has to adjust the selected objectives of the enterprise, to justify their expediency and to direct to the choice of new objectives, the achievement of which will provide the enterprise with competitive advantages in the business environment.

3) *BSC as a system for strategy management.* This approach is more complicated compared to the second approach, since the BSC is defined as a holistic set of activities aimed at achieving the strategic objectives by using a set of specific methods.

4) *BSC as a strategic performance management system.* The main aspect of the BSC's understanding of this approach is that different processes (measurement, evaluation, analysis, monitoring) should be the basis for

strategic management, based on clearly defined performance indicators for different areas of activity (perspectives).

The existence of different approaches to the definition of BSC is due to the fact that the theoretical basis of the approach is constantly developing and evolving in accordance with the needs of management and the general challenges of society.

The BSC is constantly improving during its development, which is due to the emergence of new components in its structure, the modification of existing components, the simplification or complication of the process itself, the justification of the need for new developments and the like. The main contribution to the development and formation of BSC was made by representatives of various consulting companies, in particular I. Cobbold, R.S. Kaplan, G. Lawrite, D.P. Norton, A. Rodrigues and others. Currently, researchers are proposing to divide the BSC evolution into four generations (Bhardwaj & Lakhani 2011; Kadarova et al, 2015; Narayanamma et al, 2016; Ozmantar & Gedikoglu, 2016; Tomura, 2006).

The first generation of the BSC focuses on the effectiveness assessment, which is based on a set of financial and non-financial measures, grouped according to four perspectives (Financial, Customer, Internal business processes, Learning & growth). Selected parameters, agreed with the management and subject to strategic objectives, are documented in the relevant tables. At this stage of development, the BSC acts as a monitoring tool for managers (Rangarajan & Mishra, 2014). According to the main problem of this generation, the BSC is recognized as the question of justifying the choice of the necessary parameters.

In *the second generation of BSC*, managers choose several strategic objectives for each perspective, after which they establish cause-and-effect links between them, thereby building a strategic map. As noted by R.S. Kaplan and D.P. Norton, a BSC strategic map is a generic architecture for describing a strategy (Kaplan & Norton, 2001). One or more appropriate parameters are selected to monitor each strategic objective. The main problem of this BSC generation was the abstract nature of the construction of cause-and-effect links among all selected strategic objectives.

The main update of *the third generation of BSC* is the use of a specially developed document – «Destination Statement» or «Vision Statement», which details the quantitative values of achievements that the enterprise should have for the agreed future date. This document usually is designed to fit onto a single page and is broken into several sub-sections (Lawrite et al, 2001). The use of such instruments is intended to improve the consistency of strategic objectives with relevant indicators. The version of the 3rd generation BSC strategic map has been updated with regard to the division of strategic objectives into two perspectives – «Activity» and «Outcome» (Lawrite & Cobbold, 2004). The «Activity» strategic objectives describe what the team has to fulfill, and coincide with the objectives of such perspectives as

«Internal business processes» and «Learning & growth» of the previous BSC generation. In their turn, the «Outcome» strategic objectives describe the expected outcomes and align with such perspectives as «Financial» and «Customer». Simplification of the BSC with respect to the number of perspectives makes the interrelation of management activities and related results more understandable, and demonstration of links helps to build an effective model for management and avoid the appearance of unnecessary objectives in the map. Updates of 3rd BSC generation concern systematic, methodical implementation of the strategy with the improvement of its functionality and relevance.

The conditions of management are constantly changing, and awareness of the vital importance of human capital development for companies has led to further development and emergence of *the fourth generation of BSC*. At this stage of development, the BSC focuses on behaviors, not on measures and targets. Strategy is continuous & focus should be on learning, not simply control. Together, these techniques can be encapsulated in the Fourth Generation BSC approach (Narayanamma et al, 2016).

For example, the Japanese researcher T. Tomura proposes to adapt the BSC for management needs in the era of the «Sarbanes-Oxley Act» (SOX), which he calls the fourth generation of the BSC (Tomura, 2006). The key point of this proposal is the use of the Risk Control Matrix (RCM), which operates with Key Risk Indicators (KRIs) such as delayed indicators for each risk and Key Control Indicators (KCIs) as leading indicators for each type of BSC activity. The main objective of this approach is to maintain a balance between the revenue strategy and the internal control strategy.

Specifically to support the fourth generation of BSC A. Rodrigues, Managing Director of «The Business Binnacle Ltd», developed the Business Compass, which schematically combined the achievements of previous generations of BSC (four perspectives of the first generation, Strategic maps of the second generation, Destination Statement of the BSC third generation) to manage the creation of value for the company and to determine the impact of the chosen strategy on the environment and society («The Business Compass», n.d.).

Investigating the features of the fourth generation of BSC, Slovak researchers (J. Kadarova, M. Durkacova, K. Teplicka, G. Kadar) emphasize the need, in addition to the «classical» perspectives, to use «External perspective», which will take into account the influence of the external environment of functioning and social influence (Kadarova et al, 2015). For this purpose, the authors propose to integrate BSC and such a method as Data Development Analysis (DEA), which will help to improve management efficiency in view of the fact that the company is an open system and its efficiency depends on external factors.

Now we can talk about the diversity of the BSC fourth generation development. However, it is possible to trace its main features, namely, taking

into account the influence of external factors, creating added value and the possibility of integration with other management approaches, which increases the efficiency of use of BSC at enterprises.

The development of the BSC is a dynamic process, which causes changes in the principles of the theoretical basis in order to maximize compliance with modern management needs. Analysis of different generations of BSC development allows to structure approaches to understanding the concept under study accordingly (Table 3).

Table 3. Approaches to defining the term «BSC» by the generation of its development (generalized on (Ali, 2019; Kaplan & Norton, 1992; Kaplan & Norton, 1996b; Lawrie & Cobbold, 2004))

Generations (time intervals)	Defining the term «BSC» by the generation
<i>The first generation</i> (beginning 1990s)	<i>BSC is a performance measurement tool based on a limited set of financial and non-financial measures grouped by four perspectives</i>
<i>The second generation</i> (mid 1990s)	<i>BSC is a strategic management system based on the process of selecting strategic objectives, establishing cause and effect links between them, and drawing up an appropriate strategic map</i>
<i>The third generation</i> (beginning 2000s)	<i>BSC is a strategic management system that uses specially designed documents («Destination Statement», «Vision Statement») and the number of perspectives is simplified to two («Activity», «Outcome») in order to methodically implement the strategy with increasing its level of functionality and relevance</i>
<i>The fourth generation</i> (since 2006)	<i>BSC – is an open complex strategic performance management system focused on creating added value and on the need for ongoing training to quickly adapt to changing business environments with a responsible awareness of the environmental and societal impact</i>

The systematization of approaches for understanding the BSC in terms of its evolution explains the existence of a variety of thoughts to define this concept. The complexity of understanding BSC has evolved from simple (as a tool to evaluate the effectiveness of the enterprise) to a complex (open-ended strategic management system aimed at creating value for the enterprise). The fourth generation of approach development demonstrates the ability of BSC to integrate with other management technologies to maximize the impact and prospects for further development in the context of continuous adaptation to rapidly changing business conditions.

The modern conceptual principles of building BSC should take into account the features of the development of the fourth generation of BSC, namely the need for continuous training, creating added value for the enterprise, taking into account the interests of different groups of stakeholders, the ability to integrate with other modern technologies and more.

The continued development of the BSC necessitates research and development on its conceptual foundations in terms of theoretical and practical application (Table 4).

Table 4. Conceptual framework of BSC: theoretical and practical levels

Component	Explanation
<i>Theoretical level</i>	
Aim	translation of strategic objectives at the level of operating activity with the help of specially selected financial and non-financial measures characterizing different spheres of activity of the enterprise and providing necessary information management processes
Object	performance management for needs of strategy implementation
Subjects	executives (internal managers; consulting company that implements BSC in the enterprise, etc.)
Functions	planning function, informative function, organizational function, evaluation function, motivational function, coordination function, control function, corrective function, predictive function
<i>Practical level</i>	
Principles	1) principle of balance 2) strategy-oriented principle 3) principle of cause-and-effect links 4) principle of alignment 5) principle of adaptability
Tasks	1. Construction BSC in the enterprise 1.1. Reasonable choice of strategic objectives according to perspectives 1.2. Reasonable choice of measures (financial, non-financial) for strategic objectives 1.3. Identification cause-and-effect links between the selected strategic objectives 1.4. Creating a strategic map indicating strategic initiatives (activities) 2. Performance Management based on BSC 2.1. Linkage of short-term actions to long-term objectives 2.2. Improving management efficiency by accessing information on financial and non-financial measures of various types of enterprise capital 2.3. Control of the implementation BSC cascading at all levels of management 2.4. Correction the selected measures according to their strategy

In contrast to the abilities of managers provided with financial reporting information, managers using BSC have the advantage of extending information security through the set of indicators, both financial and non-financial, that characterize the various areas of activity of the enterprise. The object of BSC is the management, which is focused on the effective implementation of the enterprise strategy, and the subject will be the executors accordingly. BSC is characterized by multifunctionality, namely, it must perform a planned, informative, organizational, evaluative, motivational, coordinating, controlling, correcting and predictive function (Zavalii, 2018).

For the practical application of BSC, the subjects must adhere to the following principles.

The principle of balance of the BSC is to maintain the balance in the following cases:

- optimal number of indicators used;

- optimal ratio of financial and non-financial indicators used;
- adequately assigning importance to the interests of different stakeholders;
- focus on short or long term objectives;
- taking into account in determining the effectiveness of internal and external factors that affect the conduct of business;
- optimum ratio of indicators that characterize past activity and indicators that act as factors for future activity.

The strategy-oriented principle of the BSC implies the application of this approach, if the company has a strategy. The appropriate initiatives will be directed for its implementation. Such links to an enterprise strategy combine short-term activities with long-term objectives.

The principle of cause-and-effect links of the BSC is explained by the compulsory requirement for such links between the defined strategic objectives, which explains the logic building of the strategic map.

The principle of alignment of the BSC consistency implies the implementation of planned activities at different levels of government, which requires an understanding of the system under study and close cooperation between its executors.

The principle of adaptability of the BSC implies that the system is open, so it must adapt to the conditions of operation of a constantly changing enterprise. This principle is the generator of further changes in BSC and its development.

The tasks of the BSC can be roughly divided into those aimed at building such a system in the enterprise and those directly related to management based on an already functioning BSC.

The construction of BSC begins with the justification of objectives and indicators of the financial perspective, on the basis of which the objectives and indicators of the customer perspective are specified, then - the task of improving internal business processes and their corresponding indicators. Last of all, the objectives of the fourth perspective are formulated and specified because it is necessary to close the gap between the existing capabilities of people, systems, processes, procedures and those tasks that define the strategic objectives of the first three perspectives (Borodina, 2010). That is, the subordination of «cascaded» objectives within the framework of realization of BSC is realized bottom-up - the objectives of the «highest» financial perspective are final in the processes of achieving the objectives of the «Customer», «Internal Business Processes» and «Learning & Growth» perspectives.

Considering the features of the fourth generation BSC, namely the need to create added value for the enterprise, the strategic map can be constructed as follows (figure 2).

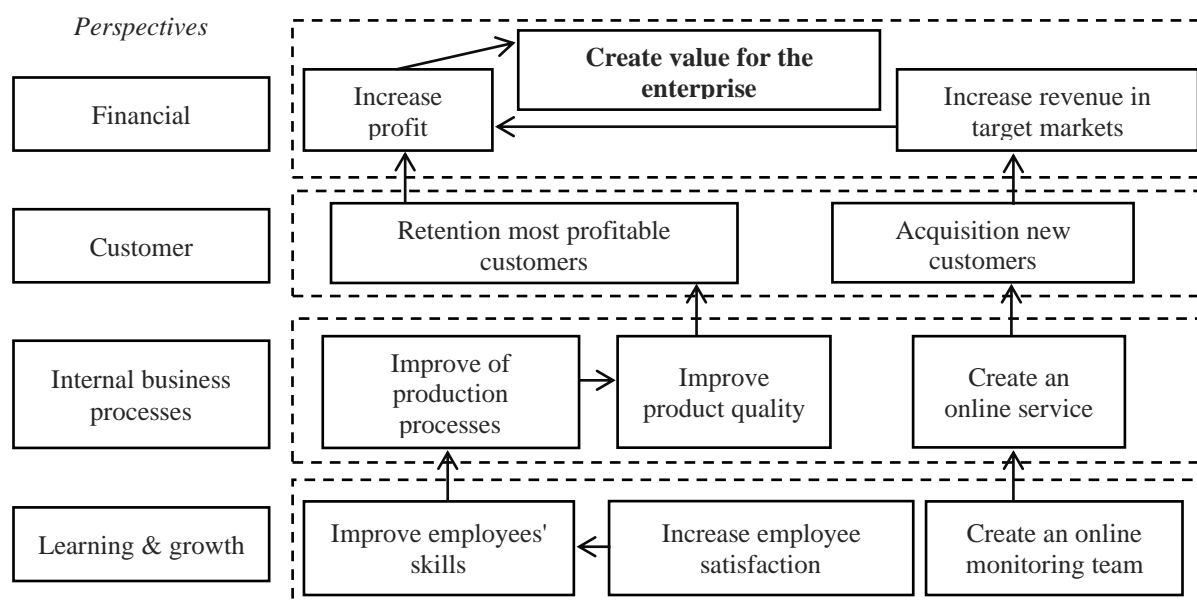


Figure 2. Strategy map for the needs of value-based management

Central to the «Financial» perspective will be strategic objective as creation of the value for the enterprise, and the implementation of all other strategic objectives will be subordinated in accordance with needs of value-based management.

The value of effective management of the enterprise's intellectual capital in added value creation is covering an increasing scale in terms of the ongoing process of finding new approaches to gaining competitive advantage, in particular, as it was substantiated in detail in one of our previous works (Ievdokymov et al, 2020). And it is the BSC that acts as a model of governance that is built not only on financial information but also on information on the components of intellectual capital. The use of BSC enables the expansion of the information base for managing intellectual capital in terms of its division into customer, organizational and human capital (figure 3).

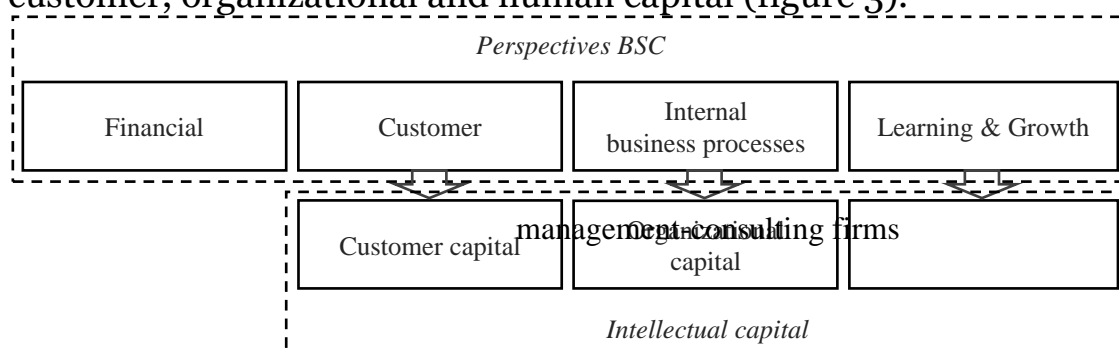


Figure 3. Projection of BSC perspectives on intellectual capital components

Figure 3 illustrates the direct link between the perspectives of BSC and the components of intellectual capital. This projection gives an opportunity to understand how BSC extends the information management of the intellectual capital of the enterprise. Thus, these «Customer» perspectives, namely the indicators used to manage an enterprise's relationships with its own

customers, are the basis for effective management of the customer capital. A similar pattern is observed with the perspective of «Internal business processes» associated with organizational capital and with the perspective of «Learning & Growth» that is associated with human capital.

The choice of perspectives in the process of managing with the help of BSC can be adjusted depending on the peculiarities of the activity of the enterprise and its chosen strategy. But in today's economic environment, all businesses depend on the amount of revenue they receive from their own activities, and according to the number of their customers and the characteristics of their relations with them. Therefore, we consider it relevant to study and investigate issues related to identifying the correlation between an enterprise's customer capital and its market capitalization. Such an analysis requires an appropriate information base that can be filled by data from a system such as BSC.

Conclusions

The study demonstrated that today there are four generations of BSC. In the process of its development, the understanding of this concept by researchers has become more difficult: from the simple (as a tool for evaluating the efficiency of the enterprise) - to the complex (as an open strategic management system aimed at creating the added value of the enterprise). Today, the practical application of the fourth generation of BSC is of great relevance, which allows to integrate this system with other management systems and technologies for the maximum possible effect and creates opportunities for its further development (scaling, expansion, transformation, etc.) in the conditions of necessity of continuous adaptation to changing environmental conditions. The structured vision that underlies the fourth generation of BSC allows us to consider it as a separate management concept, with the aim of justifying the conception of BSC with relevant elements (purpose, object, subjects, principles, objectives).

One of the most important directions of further development of BSC is the improvement of interconnection of this system with the concept of management of intellectual capital (customer, organizational, human), which can be the basis for the theoretical and methodological substantiation of functioning of three perspectives of BSC as means of providing value-based management. In particular, the concept of intellectual capital can be used to clarify the nature of the components that require the management, development and use of key performance indicators within each perspective, creation of linking indicators from one perspective to another in BSC. The relevance of research at the intersection of the BSC and the concept of intellectual capital to improve value-based management is also justified by the fact that effective management of intellectual capital in a post-industrial economy is one of the main drivers of enterprise added value creation.

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Public administration of economic and ecological urbanization consequences

Urbanization is main demographic issue measured with relative terms: population increase and decrease, international migration. Nowadays, more than half world's population lives in cities. Ukraine is a part of world's urbanization processes, even if the positive dynamic does not exist. This is due to lack of investigations those processes, the gap between the world agenda and the processes of public policy formation and implementation in Ukraine in various fields, as well as a number of other factors, both internal and external, which in turn provoke a certain amount of risks and threats. The totality of the consequences of urbanization processes form before the domestic system of public administration a number of problems, the solution of which in the future is the key to respecting the rights and freedoms of people and their safe coexistence. The key urbanization trends in Ukraine and around the world. The urbanization issue is the subject of research and activity by some organizations, such as the United Nations, the Central Intelligence Agency and the International Bank for Reconstruction and Development. The Organization of Union Nations conducts the investigation of the urbanization's pace and dynamic processes in the world and highlights the data in World Urbanization Prospects: The Revision.

The urbanization development processes are caused by several prerequisites, factors and factors that relate to different spheres of human life, but it is undeniable that urbanization is primarily a consequence of the human civilization development. The rapid urbanization processes began in the 1950s, but it should be noted that those processes are often uncontrolled and require a detailed investigation of their condition, identification of trends and risks that may arise.

According to the World Bank at the end of 2018, about 31 million people live in cities in Ukraine, accounting for 69.25% of the total population. In 2050 in Ukraine the proportion of urban population will be 78.63%, while the global index will be 68%. Although the absolute value of urban dwellers will fall by around 2 million, driven by the downward trend in Ukraine population.

Most cities in Ukraine have the population less than 20,000 people, but a large proportion of urban inhabitants live in cities with a population less than 300,000. It means the main part of urban residents, namely 60% is concentrated only in Ukrainian cities.

One of the key urbanization tendency processes in Ukraine is city's enlargement, which causes urban agglomeration growing. At the end 2018, the inhabitants proportion, who live in urban areas with population more than 1 million is 12,01%. The brightest Ukrainian urban agglomeration example is Kyiv, which has population about 3 millions. According to O. Serhiienko [1] the capital agglomeration enlarging can lead to collapse in all areas. After all, according to the developers of the Master Plan-2025 in the 6 largest cities around Kiev, the housing stock will increase 2.6 times.

If we do not concentrate attention to intensive infrastructure development, and the growth rate of housing stock will continue, then in 7-8 years, we will observe the catastrophic gap between the independent engineering, communal, transport, educational and other systems and the population's needs.

In 1980 Alvin Toffler in "The Third Wave" conducted comprehensive investigation of the periodization system social development, proved the Wave concept of social development, where he indentified three main stages human development: agrarian, industrial, postindustrial. The studding of investigation and trends presented above allows us to periodize the urbanization processes in the world and to characterize the corresponding periods from the perspective of urban development, which is presented in Table 1.

Table 1 The stages of urbanization processes in the world

<i>The periods</i>	<i>The characteristic features of the period</i>	<i>The city type</i>
<i>1</i>	<i>2</i>	<i>3</i>
Neolithic - second half of 18 century.	<ul style="list-style-type: none"> - the slow economical growth; - the low rate population consumption (at the level of the physiological minimum); - the population growth is slow; - the social and spatial mobility are practically absent; - the urban population growth at 0.5-1% over the centuries 	Pre-industrial city
Second half of 18 centuries. – 1900's	<ul style="list-style-type: none"> - the accelerated economic growth; - the population growth; - increasing the quality and living standards of the population - the agricultural mechanization; <p>Between 1700 and 1800, urban population growth reached 2.3%. Since 1800 to 1900, growth was 9.1%.</p>	Industrial city
1900's– 1950's	<ul style="list-style-type: none"> - the steady economic growth; - the population growth slowed, but the urban population continued to grow rapidly; - the high level of social and spatial mobility; <p>The urban population growth in the period since 1900 to 1950 was about 13%</p>	Postindustrial city
1950's– till nowadays	<ul style="list-style-type: none"> - the intensive urbanization processes beginning; - in the period from 1950-2020 the share of urban population is 26.16% 	Modern city

According the World Bank [4] in 2018, the urban population proportion in 65 world countries is more then 80%. The most urbanized countries: Japan

(91,53%), Netherlands (91,08%), Belgium (97,96%) and Argentina (91,75%). But only 6 countries are inhabited by half of urban world population. China's largest urban population 837 million, India's the second place and 461 million populations.

Africa and Asia are more rural areas. In Africa, only 40% of population lives in cities, while in Asia this figure reaches 50%. The smallest part of urban residents is predominant in the developing countries, where the figure reaches less than 20%. The United Nations in World Urbanization Prospects: The Revision [3] makes predictions about urbanization till 2050. At the end of the World Sustainable Development Program, «Agenda for Sustainable Development» the urban population part will be 60% in 2030. According to the predictions it will be 68% in 2050, it corresponds to reverse situation in the middle of XX century.

The urbanization issues and urbanization processes consequences. The totality of consequences of urbanization processes should also be understood, along the general tendencies' urbanization development processes in the world and Ukraine. The urbanization development tendencies cause the following consequences:

1. The rapid growth of urban population density leads to problems of overcrowding and lack of affordable housing for the new middle class.
2. The urbanization can increase social inequality. The monetary capital will be concentrated in the cities and resulting in an uneven distribution of capital.
3. The infrastructure development won't confirm to the rapid cities' growth or population needs' growth. The Organization for Economic Co-operation and Development estimates that the state will spend about \$ 71 trillion by 2030 to provide adequate global infrastructure for electric supplement, roads and rails telecommunications and water supply.
4. The intensive urbanization can lead to the poverty problem along with the inability of local authorities to provide services to all residents.
5. The air pollution, low water quality and its inaccessibility, waste management and high energy consumption will be actualized according to increasing population density and increasing needs in an urbanized environment. It can also cause natural disasters and catastrophes.
6. The environmental pollution can lead to great amount population diseases appearing. Moreover, pathogens are more likely to "migrate" from one city to another with the likelihood of large-scale outbreaks of infection, in today's hyper-connected world.
7. The resource lack problems, overcrowding, poverty and limited social services lead to other social problems such as violence, drug addiction, and increasing crime rates.

While designing public policies to eliminate and / or minimize the negative impact of urbanization processes and to ensure sustainable development in the current environment, the following factors should be

taken into account. Considering the trends of urban population growth despite the decrease of the total population in Ukraine, the concentration of the most urban dwellers in cities with a population of up to 300,000, the enlargement of cities causing urban sprawl, etc., there are also a number of consequences that can cause stagnation areas such as: country's economy, social status, environmental status, etc., which in turn will act as objects of public administration.

The urbanization and sustainable development. Urbanization development is connected to evolution of human economic activity, because the expansion of volumes and differentiation of activities of economic agents is, first and foremost, an opportunity to satisfy their needs, which causes the concentration of population around economic centers. "The rapid pace of industrial expansion production for several decades in the mid-twentieth century, caused the development of the world economy and the society economic well-being improvement. Instead, such changes have exacerbate global environmental degradation problems, natural resources depletion and climate change, which in turn marked the 21st century. as a period of global environmental crisis» [8].

The urbanization are affecting all social life systems, but they are most acutely observed in social, economic and environmental systems. The global trends of population growth, urban enlargement, natural depletion resources, social inequality increasing, inability to meet the needs of existing tools, etc., lead to the search for new management models and thinking philosophy change.

The current Sustainable Development Concept and the 2030 Sustainable Development Goals envisage action to end poverty, protect the planet and ensure peace and prosperity for all people in the world and set a global agenda. Seventeen Sustainable Development Goals are directly or indirectly aimed at avoiding / minimizing the effects of urbanization processes from the social standpoint, economic and environmental equilibrium; As outlined in the 2030 Sustainable Development Goals [1], in particular in Description 11 of the Sustainable Urban and Community Development Goal, "more than half of the world's population lives in urban areas. By 2050, that number will grow to 6.5 billion people, or two-thirds of all humanity. Sustainable development cannot be achieved without substantially transforming how we build and manage urban areas. The rapid growth of cities in developing countries, coupled with increased migration from rural to urban areas, has caused a boom in metropolitan areas. In 1990, there were 10 metropolitan areas with a 10 million population or more. In 2014, there were 28 metropolitan areas with 453 million population. The extreme poverty is often concentrated in urban areas, and it is not easy for national and urban authorities to accommodate population growing in such areas. The safety achieving and sustainable urban development means providing safe and affordable housing as well as upgrading the subsoil. It also

involves investing in public transport, creating green public spaces, and improving urban planning and management in the way that will at the same time ensure inclusivity and overall equal participation. " This is the focus of the public management administration and administration system and sets out for public management administration and public authorities the task of finding ways to ensure economic development, social well-being and environmental security.

The circular economy as a tool for solving the economic and environmental urbanization consequences. Currently the response to the modern challenges and the global problems exacerbation, new concepts, economic models are being formulated in the process of forming and implementing state policy, international cooperation, innovative approaches are being implemented and innovative instruments are in line with the declared, international community and sustainable development goals. One of such concept is circular economics, which is a tool for solving economic and environmental problems and aims at reorienting economic systems to sustainable development and using waste as a resource for conducive economic growth. The domestic economic system reforming in securing the circular economy for the sake of efficiency and effectiveness of such a process will inevitably lie in the plane of public administration. The effective state policy formation of circular economy and mechanisms of its realization will allow to increase competitiveness of domestic economy, to provide ecological stability, to reach social consensus and to ensure efficiency of public economic management and ecological urbanization consequences. The sustainable development human civilization achieving and introducing a circular economic system, give the current globalization processes and the economy transnationalisation, require decisive and, above all, concerted action by each individual international entity. The international cooperation plays an important role in shaping national policies, in the context of which, for the first time in 1972, the UN raised the issue of countries' transition to sustainable development. [3].

Considering the basis of the circular economy concept is based on the sustainable development, the domestic economic system transformation must inevitably proceed within these limits. After all, the rationally implemented circular economy concept can satisfy most of the tasks defined by the international community. The transition to a circular economy will help solve problems and / or minimize the urbanization processes effects (more defined within economic and environmental boundaries) and partially / fully achieve the goals of sustainable development, namely:

- overcoming poverty (overcoming poverty in all its forms and everywhere); hunger (overcoming hunger, achieving food security, improving nutrition and promoting sustainable agriculture). The circular economy as a model for the rational production of eco-products is a factor in improving nutrition, in turn, minimizing the use of primary resources makes it possible

to achieve food security, and the creation of a new circular economy infrastructure leads to the new jobs provision to the population and, as a consequence, to poverty reduction;

- health and well-being (ensuring a healthy lifestyle and promoting well-being). The circular economy aims to produce organic products and eco-products. The circular system, which provides for the waste recycling and the use of eco-materials, ensures a minimal adverse impact on the environment and the life of each individual, unlike linear economy products;

- quality education (providing inclusive and equitable quality education and promoting lifelong learning). The gender equality (ensuring gender equality, empowering all women and girls). Peace, justice and effective institutions (promoting a peaceful and open society for sustainable development, ensuring access to justice for all and creating effective, accountable and participatory institutions at all levels). The savings achieved through the transformation of the economic system to a circular type allows to invest in other projects that ensure the achievement of sustainable development goals;

- clean water and sanitation (ensuring availability and rational use of water resources and sanitation for all). Full recycling and recycling as a basis for the circular economy is the key to minimizing harmful emissions, polluting the planet's water resources and maintaining overall sanitation, and rational consumption of resources, including water, is a fundamental position of the circular economy;

- accessible and clean energy (providing access to inexpensive, reliable, sustainable and modern energy sources). Landfill waste, in circular economy cycles, can become an inexpensive and sustainable source of energy;

- decent work and economic growth (promoting sustainable, inclusive and sustainable economic growth, full and productive employment and decent work for all). The introduction of the circular economy system implies the creation of a new sector - the manufacturing industry, which in turn promotes job creation in particular and economic growth;

- industry, innovation and infrastructure (creation of sustainable infrastructure, promotion of inclusive and sustainable industrialization and innovation). The circular economy envisages the creation of a rational infrastructure, where innovation in product development will be ensured, and the industrial sector will be systematically serviced with minimal use of input raw materials;

- reduction of inequality (reduction of inequality within and between countries). Construction of a new economic system of circular type, creation of new jobs will allow to reduce the share of the unemployed, which, in turn, is partially solve inequalities caused by urbanization processes;

- sustainable cities and communications (ensuring openness, security, sustainability and environmental sustainability of cities and towns). The rapid pace of urbanization causes environmental problems in terms of the

accumulation of waste and harmful emissions into the atmosphere, which, in turn, violates the resilience of cities and towns. The realization of the circular economy will help to reduce not only industrial waste but also consumer waste;

- responsible consumption and production (ensuring transition to rational consumption and production models). The concept of circular economy is an alternative and rational model of responsible consumption and production;

- climate change (taking urgent action to tackle climate change and its effects). Climate change, the depletion of natural resources are the impetus for a radical change in existing economic systems. The circular economy is a fundamentally different concept that slows down the rapid rate of degradation of the planet and, as a consequence, solves global problems;

- underwater life (conservation and sustainable use of oceans, seas and marine resources for sustainable development). Land life (protection and restoration of land ecosystems and promotion of their rational use, rational forest management, desertification, cessation and reversing (deployment) of land degradation. Rational use of natural resources, their conservation, through the recycling of industrial waste and waste change in awareness of the use of things and the consumption of goods is a key factor that will ensure the sustainability of development and preservation of underwater life and life on earth. The land degradation concerns, including those caused by inefficient waste management policies that have led to their critical accumulation and landfill use, can be addressed through recycling, which is one from cycles of economic system of circular type;

- Partnership for Objectives (Strengthening the implementation means and Global Partnership for Sustainable Development activation) the realization of the circular economy at the international level will enhance cooperation not only among states but also between companies operating in the world arena by building relationships between them to provide cycles that are relevant to sustainable development interests.

Public Administration of the Economic and Environmental Consequences of Urbanization: Forming and Implementing State Circular Economy Policy. Public administration of urbanization processes, the need to formulate and implement public policies in the economic and environmental sphere are a consequence of humanity's inability to meet the growing population needs through the use of natural resources. Public policy is essentially consequence of the awareness of the government and the government in particular, as well as of the population as a whole, of problems that threaten the development of the country and society and require their immediate resolution. According to data from the National Institute for Strategic Studies [7]“In Ukraine, there is practically no single consistent state policy on greening the economy, which envisages the introduction and implementation of the principles of rational use of nature

and minimizing the negative impact on environmental objects in carrying out anthropogenic activities. Analysis of the dynamics of absolute and integrated indices of technogenic load on the environment shows that the ecological situation in the natural environment, as a vital environment for human existence, remains quite complex. "

The problem of public policy in the sphere of circular economy lies in the prerequisites for the formation of the very concept of economic model of circular type. An alternative circular model of the economic system is the answer to finding tools for solving economic and environmental problems and ensuring social development. Awareness of the problem of public policy of the circular economy in particular and in the field of sustainable development in general has taken place in almost all countries of the world and their leaders, which essentially led to the formulation of the problem of global policy for ensuring sustainable development. After all, at a number of global meetings to address global issues in the field of sustainable development, the Heads of State have pledged to pursue public policy in certain areas.

The problem of public policy in the sphere of circular economy is a system of three interrelated problems:

- the problem of inefficiency of the linear model of production, which consists in changing not only the process of "raw material-production-waste", but also the need to move to a sustainable model of production and consumption, dictated by the following two problems;

- the problem of resources, which lies first in their limited nature; secondly, misuse and significant depletion;

- the problem of environmental pollution, which is the formation of large quantities of waste and the deterioration of the overall environmental situation, which in turn cause the problem of climate change. State policy for addressing this problem lies in the context of different environments: economic, environmental and social, and requires the study of stakeholder interests in order to further formulate public policy directions in this context.

Studying the interests of stakeholders in the public administration system in the development of state policy of circular economy, it is necessary to consider:

- first, the particular interests of different groups in relation to public policy as a whole;

- secondly, the features of stakeholder groups in implementing the concept of circular economy;

- thirdly, the peculiarities of the interests of individuals in the public policy in the sphere of circular economy. and national circular economy policies are the key to achieving national goals, which are in turn declared internationally.

The stakeholders of the circular economy state policy, depending on their interests and influence, can be divided into five groups:

- authorities, which in turn are divided into national authorities and regional authorities. The authorities of the national level include: the President of Ukraine as a subject of guaranteeing national security and developing policy directions to ensure it; the Government - the Verkhovna Rada of Ukraine as a legislative body that forms the regulatory legal framework for the implementation of state policy and the Cabinet of Ministers of Ukraine as the supreme body of executive power in terms of ensuring the formation and implementation of state policy; executive bodies directly shaping and implementing state policy in the circular economy. Authorities at the regional level include: executive bodies providing implementation of state policy at the local level and bodies of local self-government providing the formation of regulatory space, to promote the implementation of state policy and regional policy in the field of circular economy at the local level, within its competence;

- research institutions, including research institutions, design institutions and centers; scientific-industrial establishments and the center and departments of higher educational establishments. The allocation of these organizations to a separate group of stakeholders of the state policy of circular economy is conditioned by the tasks that they solve, namely: scientific substantiation of urgent problems of national importance and working out ways of their solution;

- NGOs, as a stakeholder group, should be divided into public associations with international, national and local status. International NGOs guide the governments of the countries in developing policies to address specific problems of a global scale and multi-country problems. The NGOs with national and local status are the initiators of certain changes, ideas that may underlie the government's awareness and development of state policies to solve them;

- business entities that are divided by scale of doing business into small, medium and large businesses. State policy in the circular economy aims at transforming the activities of business entities in terms of adapting their activities to the provisions of the circular economy. In this aspect, it is worth noting that large business within the scope of its activities can completely close the cycle, in turn, small and medium-sized businesses for the most part, given the scale of their activities, available financial and other resources, will only be part of the closed cycle in the field its activities;

- the population as a separate group of stakeholders in circular economy policy should be considered in terms of its scope. If a policy is implemented within a particular region, then it is advisable to consider the population, who will be the object of influence on one side and the object of receiving benefits from such government on the other.

In the context of public policy making in the circular economy, stakeholder research should pay attention to their interests, since in the process of achieving certain goals, they may conflict with each other, which

leads to the impossibility of effective implementation of the developed measures for the implementation of the circular economy.

The search for an optimal balance of stakeholder interests is driven by the need to take into account, in the process of policy making, their behavior and the development of mechanisms to influence them in order to formulate and implement an effective strategy for the transition to a circular economy. It is believed that stakeholder conflicts of interest in any activity cannot be completely overcome, however, by assessing their expectations and taking into account their interests, the possible consequences of the behavior of stakeholder groups can be minimized.

The interests of the above-mentioned stakeholders in the state policy of circular economy can be characterized as follows:

- authorities, research institutions and public organizations are interested, first and foremost, in solving the problem of public policy in the sphere of circular economy, which is represented by three blocks of interrelated problems: problems of inefficiency of the linear model of production; resource and environmental problems;

- business entities whose interest may be manifested in two aspects: first, commercial - profit, which is essentially the main purpose of their operation and, subsequently, profit maximization; secondly, non-profit - the achievement of public goods, because business must be socially responsible;

- the population, first of all, is interested in meeting basic needs - needs for food, housing, safety, etc. and continuous improvement of the quality of life.

Stakeholder engagement, in the process of public policy making in the circular economy, allows them to be divided into stakeholders, namely: influence group; the target group - that is, the state of change in the policy-making process and the beneficiaries - the entities benefiting from the process of public policy implementation in the circular economy.

The impact of public policy in the circular economy on different stakeholder groups will differ as follows:

- an influencer group comprising primary and secondary stake holders. Primary stakeholders of public policy in the circular economy are a group of stakeholders who have a direct influence in the form of public policy in the field and involve the authorities. Secondary public policy stakeholders in the circular economy are a group of stakeholders who indirectly participate in public policy-making and involve research institutions and NGOs. Research institutions, through research in the context of finding ways to improve the effectiveness of circular economy decisions, indirectly participate in policy making and influence the target group. A similar situation is observed with another group of secondary stakeholders - public organizations, promoting the ideas of the circular economy, promoting environmental awareness of the population and initiating eco-projects, thereby ensuring the process of public policy making;
- a target group that includes: first, business entities; second,

the population. Business entities are stakeholders, whose status is gradually but completely changing as a result of public policy making in the circular economy, as they will need to reorient their activities to ensure closed cycles. Another target group of stakeholders is the state, which will change in the process of public policy making is the population. The population, as a result of public policy making in the field of qiFirst of all, the peripheral economy will change its own consumption model to a sustainable one. The introduction of the provisions of the circular economy as a subject of public policy will change the ecological consciousness of the population in terms of raising and improving it;

- beneficiaries involving business entities and the general public. First, the benefits in the process of public policy making will benefit the population in terms of improving quality of life, ecology, economic well-being and social protection. Despite the fact that business entities in the first phase will suffer significant losses of financial resources in order to reorient their activities, in the long term, developing a state policy in the circular economy, will allow economic entities to reduce resource dependence and increase their competitiveness. After all, the low competitiveness of domestic production in comparison with foreign, first of all, is due to the high resource and energy dependent models of production, which influences the formation of cost of production. On the other hand, the foreign market is focused on eco-products, because awareness of the problems of resource depletion, scale and consequences of environmental pollution occurred in developed countries about a century ago. It should be noted that the beneficiaries of public policy in the circular economy include the other three groups of stakeholders, as in the long run they will also benefit from the introduction of a closed production model. For example, the authorities, public associations and research institutions will satisfy the primary purpose of their calling and existence. Stakeholder research in the context of public policy making in the circular economy makes it possible to form an effective mechanism for public administration of the circular economy, taking into account the interests of stakeholders in order to avoid conflicts between them in the course of the implementation of the state policy in the circular economy.

Conclusions and prospects for further research. Trends in the development of urbanization processes in Ukraine and in the world indicate the aggravation of problems in the economic, environmental and social spheres. The current model of production and consumption does not satisfy the needs of society and shows its failure under the current conditions, which creates new tasks for the authorities. The transition to a circular economy, especially for developing countries, is a necessary step in achieving sustainable development and addressing, first and foremost, the economic and environmental consequences of urbanization processes. The formation and implementation of the state policy of the circular economy is a necessity on the way of Ukraine's integration into the EU, namely the fulfillment of the

conditions of the Association Agreement, the promotion of European values and the restoration of European identity. Outlining the problem of the state policy of the circular economy, identifying stakeholders and studying their interests from the point of view of forming and implementing the state policy in the sphere of circular economy, are the basis for building an effective mechanism for public management of the economic and environmental consequences of urbanization processes. Awareness of the scale and projected indicators of urbanization requires the establishment and use of effective governance mechanisms to achieve security, sustainable development, infrastructure development, improved urban governance, inclusiveness and equal participation. The main task of public administration and administration is to take into account the interests of society and ensure their balance, as well as to formulate and implement a state policy that meets the needs of the country and communities, which are significantly constrained in the context of rapid urbanization.

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Public management of socio-economic development of inclusive cities

The disparities between social and economic development at national and regional levels are a barrier to national development. The main reason for this is the increasing social exclusion (exclusion), which is manifested by rising poverty and unemployment, low levels of education and intellectual capital, insufficient participation of the population in social and cultural life, and high levels of emigration of the working population. Due to its specific geopolitical situation, Ukraine remains backward in this area. According to the World Economic Forum, in 2018, Ukraine ranked 49th in The Inclusive Development Index [26]. In addition, economic growth is observed in Ukraine in 2019 compared to 2014-2018. According to the State Statistics Service of Ukraine [7], in early 2019, Ukraine's economy grew by 2.5%. However, significant social groups are not satisfied with economic growth, and the deficit of social inclusion is widening, which threatens to weaken social cohesion and adversely affect the effectiveness of the socio-economic policy of the country. The issues of social inequality in the world and the disparity in the distribution of global income and the related problems of growth and inclusive development are so important that it has been addressed for many years by recognized international organizations: the EU, IMF, OECD, UN, World Bank, International Center for Inclusive Growth Policy and the G20. The provisions formulated by these organizations reduce the need to involve all social groups in the country's economic development (for example, working conditions, access to basic health care or education). However, these documents do not clearly identify ways to achieve inclusive development to meet the needs of society. This issue should be addressed in the light of local needs research to formulate proposals for changing national and regional socio-economic policies of a country.

Issues of Inclusive Development on the Agenda in the Scientific Circle of Ukrainian Researchers (L.M. Emelyanenko, V.M. Petyukh, K.V. Dzenzelyuk [9], A.V. Bazilyuk, O.V. Zhulin [1], D.A. Savchuk, Y.R. Melnyk, Y.B. Savelyev, etc.) is not comprehensively raised, since the studies concentrate in the search for mechanisms of formation and implementation of social policy taking into account the inclusive component, which does not include conditions and peculiarities of economic development of the country (region). and makes it impossible to apply the results of such research to the process of formation and implementation and inclusive development policies in practice. Instead, foreign researchers (Stiglitz J.E. [25], M. Czupich, A. Ignasiak-Szulc, M. Kola-Bezka, A. Potoczek [22], S. Klasen [24]) focus on scientific discussion on

social group categories, major macroeconomic indicators that characterize inclusive development, shaping approaches to managing regions, countries, and more.

Thus, the debatable provisions on inclusive development among researchers, both in theory and in practice, point to its main feature, which in turn is incomprehensible to post-communist countries such as Ukraine.

At the present stage of the development of Ukrainian society, the socio-psychological aspect of the relationships of people from different social groups with disabilities, by gender, physical health or age, and other parts of society is of particular importance in the context of accessibility of cities for all its strata. Today, at the level of public administration, the terms "inclusion" and "exclusion" are very commonly used. It should be noted that the terms "inclusion" and "exclusion" are interchanged with the terms social "inclusion" and "exclusion". At the same time, these concepts are inverted to each other. Therefore, we consider it necessary to explore the approaches of different authors to the essence of the concept of "inclusion".

Table 1. The authors' approaches to the definition of "inclusion".

Author	Definition
Yarskaya V.	principles of division, and joining / inclusion of individuals or groups in different social communities, groups [4].
Soldatova L.	a process involving a set of regulatory measures and self-organization of society aimed at increasing the degree of active participation in the life of a society of individuals or groups with all the characteristics of their demographic, economic, political and cultural spiritual characteristics [20].
Mischik L.	the process of increasing the participation of all children in social life and various programs [13].
Kalinina L.A.	a policy and process that provides greater opportunities for learning and social life for all people and also for children with disabilities [10].
Melnyk J. R.	ensuring that all children and adults can participate in community life as equal members whom they respect and who contribute to the development of the community and society [18].
Klymenyuk NV	the process of equal coexistence in the educational environment of people and, above all, children with different needs [11].
The National Assembly of the Disabled of Ukraine	is a policy and process that ensures full participation of all members of society in all spheres of life.

After analyzing the definitions given in table. 1, it can be concluded that most scholars believe that social inclusion is the process of increasing the receipt of any benefits in the context of the social community, as, for example, L. Mishchuk points out, noting only children. Klimeniuk NV noted that this is a process of equal coexistence of different groups of children in the educational environment. Melnik Yu.R. characterizes the concept in more detail through the lens of public administration. The author notes that the statement applies to both adults and children. Second, the scientist has

included such individuals in equal opportunities with all citizens in the life of the community and its social community. In turn, Kalinina LA added that inclusion is not only a process but also a policy of ensuring equal opportunities for all categories of people, including the disabled.

It should also be noted that the definition of "inclusion" or "social inclusion" has emerged not so long ago, which confirms the analysis of the main stages of development of inclusion:

- before the Second World War - the issues of inclusion were almost ignored;

- the post-war period - characterized by an increase in the number of people with disabilities, because during World War II many military and civilian populations suffered life-compatible injuries but lost mobility. In 1948, the UN General Assembly adopted the Universal Declaration of Human Rights, and in 1950 the member states of the Council of Europe signed the Convention for the Protection of Human Rights and Fundamental Freedoms. These documents contributed to the inclusion of different social groups in society. In 1955, the BC Association for Community Living (now Inclusion BC) came into existence, bringing together parents of children with disabilities. Their activities are aimed at fighting for the protection of the rights of children with disabilities and their ability to learn with other children, ie the opportunity to be integrated into the general education process.

- late 1970s - in Western Europe, since the late 1970s, the number of special schools has been significantly reduced, the number of special classes in general schools has increased, and students with special educational needs begin to study in comprehensive schools in an inclusive environment.

- In the late 1980s and up to the present - in 1989, Ronald May established the Center for Affordable Housing (Universal Design Center). In the 1990s, the experience of Western European countries began to be used in the post-Soviet space, and children with special educational needs began to study in regular secondary schools. In 1995, the World Summit on Social Progress defined an inclusive society as one in which everyone has proper rights and responsibilities and plays an active role in community life. To date, most countries in the world are developing policies and implementing projects that promote the development of inclusive cities.

Exploring the concept of "inclusion" it is impossible not to consider the opposite concept of "exclusion". It is worth noting that a number of domestic and foreign scientists were engaged in the issue. Summaries of these studies are shown in table 2.

The term social exclusion is a logical inverse of social inclusion. The authors have different interpretations of the term. Gorodyanenko VG notes that this is a process of dividing social groups with unequal opportunities with the inability to participate in the social life of such individuals. Dikova-Tavors'ka OM noted only that there are barriers for different individuals in

life, which is not disagreeable. Saveliev YB notes that inclusion is a lack of involvement of such people in key activities. In our opinion, this statement is incorrect or incomplete, because for reasons other than objective reasons it is impossible to get involved in the activities of the social environment, the lack of participation of such a layer of people will always be. Savitskaya A.Yu explored that the phenomenon under study is a process that inevitably leads to a social divide between the individual and society. The most accurate statement was made by the European Commission, which justified the term on human rights.

Table 2. The authors' approaches to the definition of "exclusion".

Author	Definition
Gorodyanenko V.G.	the mechanism of social differentiation (delimitation) of persons or groups with unequal opportunities and life chances, as well as the inability to participate in social networks of resource exchange [6].
Dikova-Tavors'ka O.M.	certain restrictions, barriers to entry into an integrated social environment [8].
Saveliev Yu. B.	lack of participation in the main activities of society [16].
Savitskaya A. Yu.	the process that leads to a crisis or a break in the social ties of individuals with society [17].
The European Commission	is a situation where people have obstacles to full participation in economic, social and public life and (or) when their income and access to other resources (personal, family, social and cultural) are so inadequate that it prevents them from living standards and quality of life that is considered acceptable in the society in which they live. In such situations, people often cannot fully enjoy their fundamental rights [23].

So, we can see that quite a number of scholars are exploring these concepts in the context of social, financial, political or educational sphere of life.

You can agree with all these statements, but in our opinion, these concepts are not fully disclosed, especially from the side of modern management of social communities. Therefore, while distinguishing these concepts, we can say that social inclusion is a process of full and comprehensive inclusion of all social groups, regardless of age, gender, health and other factors, in a fully-fledged life on equal footing as equal members of society.

Social exclusion is a process where people have certain limitations and barriers to access to certain resources or socially significant benefits in all walks of life, leading to a breakdown of social ties with society and citizens of their country, which makes it impossible to use all their personal rights of both a person and a citizen. Social exclusion is connected with the problem of unequal opportunities of certain population groups in society (disabled people, elderly people, national minorities, etc.). Also, the determinants of unequal opportunities include gender inequality, which is reflected in access

to the structures of power, employment, income and property of men and women.

Social inclusion is important in the context of public administration and a prerequisite for overcoming inequality, freedom and a new quality of life for citizens in all areas. At the same time, in many people's understanding, inclusion is related only to persons with disabilities - a measure of health loss due to a disease, trauma (its consequences) or birth defects, which, when interacting with the external environment, can lead to a limitation of a person's life. Therefore, the study identified the classification of the city's subjects and identified that all its participants have inclusive features (Fig. 1).

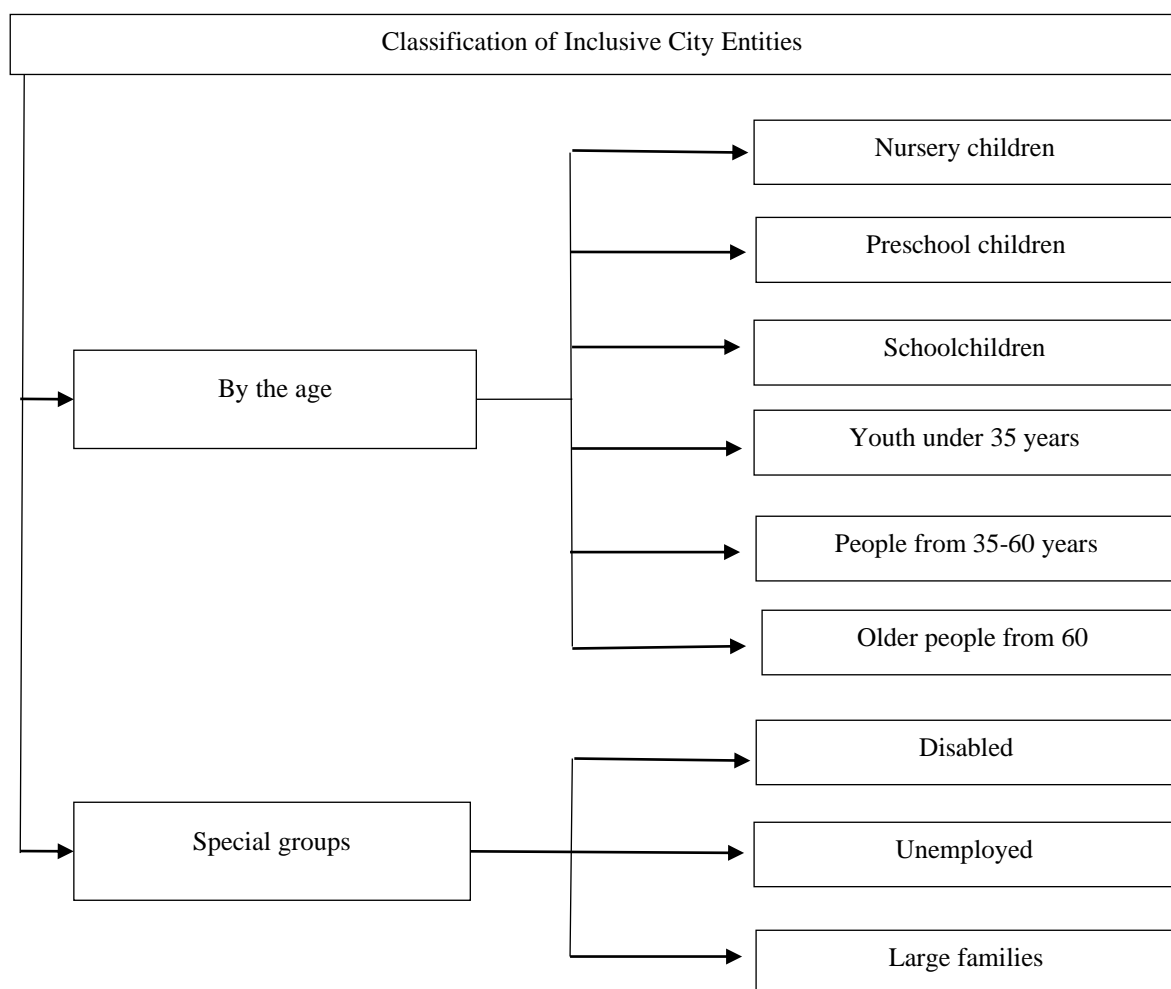


Fig. 1. Classification of inclusive city entities

Therefore, the subjects of an inclusive city are all its inhabitants. They have the right to a quality life in the city and to self-realization. The most vulnerable groups are children, the elderly and people with disabilities. According to the State Statistics Service of Ukraine [15], having studied the estimation of the population of Ukraine as of December 1, 2019, we will note that children - 15,4%, older people - 16,8%, people with disabilities - 6,1%, together figure is 38.3%. In recent years, there has been a negative upward

trend in these indicators. It is this percentage of the population that needs a high quality and equal coexistence in social, cultural and political settings. Local self-government and associations of citizens should plan and carry out their tasks in a more detailed and careful manner, taking into account all the rights and opportunities of each member of society in all spheres of life. After all, public management is a management that is carried out on the basis of the will of the community (collective of people) and implemented by the entities defined by the community, to meet the needs and achieve the goals of the community as an object of governance.

Meeting the needs and achieving the goals of the community actually means the functioning and development of a team of people. The subject and, at the same time, the object of government is the collective of people - the community: it is a community of a village, settlement, district, city, country, world society, as well as civil society subjects, including non-governmental (united by common interests) organizations, professional, denominational, corporate and other associations. Determinants of public administration are the population of the country and the various interest groups, whose views should be taken into account without exception. In mixed formations, it is they who define, approve, control and evaluate in direct or representative ways:

- goals of civil society actors, including public administration bodies, strategic programmatic decisions to achieve them;
- ways of meeting the needs of the team and addressing significant problems for the community;
- the effectiveness and efficiency of public administration [14].

Therefore, one of the important tasks is to define the principles and system of local self-government, its organizational, legal, material and financial basis, as well as the guarantees and responsibilities of local self-government bodies and officials in an inclusive city. The problems of managing the functioning and development of a modern inclusive city are urgent. The cities and the population in it act as the nodal points of the territorial and economic development of the state, because they produce the major part of the national gross product, they are the main donors of local and state budgets, centers of development and implementation of high industrial and humanitarian technologies. All this greatly expands the scope of activities of the city government bodies and complicates the functions of these bodies, and therefore requires the employees of local executive authorities, local self-government and scientists of new approaches and knowledge in the field of public management of an inclusive city.

To date, cities are important elements of the socio-economic development of the country, because they produce the bulk of the national gross product, they are centers of development and implementation of high technology. However, the problems of public administration of the modern city have received little attention in the scientific literature.

Boyko-Boychuk O. notes that “the city is a large settlement, administrative, commercial, industrial and cultural center. Isolated natural space containing artificial man-made spaces (economic, socio-cultural, etc.) of existence and vital activity of the territorial community of the city ” [3, c. 177].

Bakalova L. states that "the city is a socio-spatial form of being a society that concentrates great human, industrial, educational, cultural, scientific, technical, administrative and other potentials" [2, c. 184].

Vermenich Ya.V. states that “every city is a natural-technogenic complex, an integral part of the landscape, transformed by the efforts of many generations of people. It is based on man-made complexes - defensive shafts, ditches, walls, houses, industrial and cultural structures, reservoirs with dams, bridges and more. But in general, the city is not only inscribed in the natural landscape structures of various purposes, but also a kind of coexistence of people, centers of civilization, centers of cultural attraction"[5].

The scientist Siroich Z. characterizes the city as a historically formed, socially and economically separated, densely built and spatially concentrated settlement unit, which has a legally defined status and is a complex territorial socio-economic system [19].

Frolova N. gives the following definition: “a city is a settlement classified according to the law of the state in the category of cities. It concentrates a large number of the population, mainly engaged in industrial production, transport, trade, social services, science, culture. The city has its own territory, delineated by relatively stable borders ” [21, c. 123-124].

Therefore, there is no single approach to defining "city". Most often the city is considered as a certain settlement, whose inhabitants are not occupied with agriculture. We believe that this definition does not reveal the whole concept of "city", because the belonging of residents to agriculture can be conditioned by the peculiarities of the natural resource potential and the specificity of the local labor market, and may not characterize the concept of "city".

To date, the concept of "inclusive city" has hardly been explored in the scientific literature. Analyzing the approaches of foreign and domestic scientists to the concepts of "city" and "inclusion", we consider that an inclusive city is a settlement that is accessible and comfortable for living for people of different age, gender, nationality, religion, social status, different physical and financial opportunities.

An inclusive city is a complex system that must be managed properly. That is why public city management is one of the most difficult issues in general public management theory.

City management is the exercise of purposeful influence on all spheres of urban social life (material, social, political, cultural, spiritual, etc.) in order to increase the standard of living of the population.

Lesechko M.D. and L. Blaschuk note that “in Ukraine, as a rule, a multilevel structure of city governance is formed, which includes:

- 1) structures that are directly part of the city administration apparatus and are financed from the budget;
- 2) self-financing organizations that provide the city's livelihoods and are independent legal entities;
- 3) organizations and institutions of double subordination, functioning as regional subdivisions of state administrative structures;
- 4) institutions coordinated by the city authorities ” [12].

The main subjects of inclusive city management and their functions are shown in the figure.

Each entity has its own role and functions in the city management process. In our view, the development of an inclusive city is possible only through the interaction of all the subjects of city governance: local executive and local self-government, economic entities and public associations. Working closely together will make the city comfortable for all residents, regardless of age, health, gender or social status.

The role of local executive authorities and local self-government in city governance is of the greatest importance, since it involves the development of programs for the socio-economic development of the city; promoting the increase and utilization of the city's labor, scientific, technical and intellectual potential; support and development of social and industrial infrastructure. Also, their functions include filling the budget and its use, creating conditions for comfortable living, business development and more.

Local executive authorities and local self-government have an administrative function, which is to develop and adopt new regulations, including those aimed at inclusive urban development. The economic function is to form local budgets; management of trade, transport, etc. The political function is to give local self-government bodies the right to adopt certain rulemaking and executive acts in force within their territories. The social function is carried out by regulating the labor market, providing the population with social infrastructure. It is this function that best enables local authorities to stimulate the development of an inclusive city by ensuring equal access to the city for all citizens, which is manifested in creating comfortable and safe living conditions. Ecological functions consist in formation of favorable ecological situation in the city by local authorities and local self-government bodies. The information function contributes to providing the population with comprehensive and reliable information and ensures transparency of government. The control function is to monitor the standard of living of the population. The cultural-educational function also contributes to the transformation of Ukrainian cities into inclusive cities, as it manifests itself in the control of education and upbringing, the sphere of culture, the regulation of ethnic group relations and national consolidation.

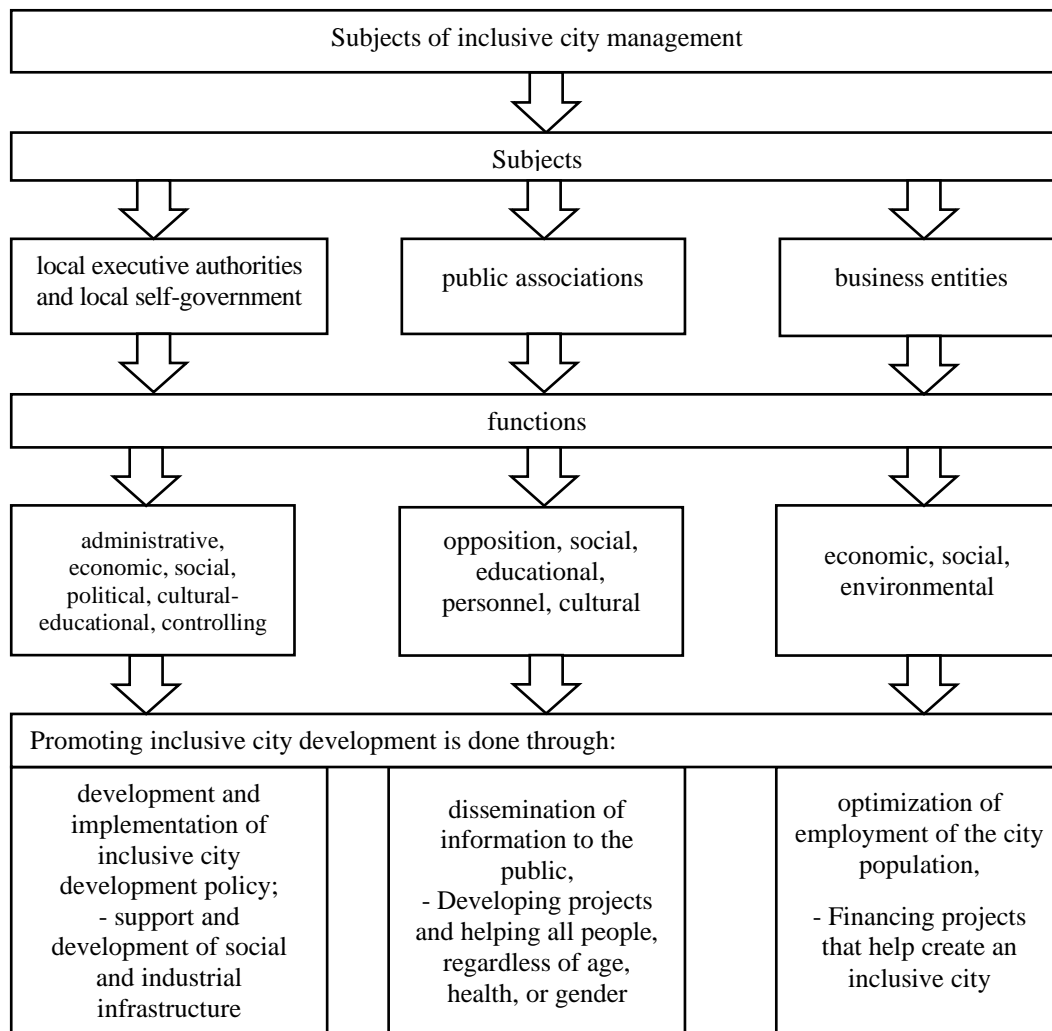


Fig. 2. The subjects of managing an inclusive city

Public associations are an important subject of governing the city, they include public organizations, trade unions, political parties. Their mission is to promote inclusive development through the dissemination of information to the public, the development of projects and the provision of assistance to all, without exception, residents of the city. Public associations also perform a number of functions. The main ones are: opposition, protective, educational, personnel. They are an important governing body in promoting an inclusive city.

Opposition function is one of the main ones, it prevents excessive centralization, promotes the development of civil society (support or disagreement with state decisions, alternative programs, appeals to public opinion, control, etc.). The social function is aimed at satisfying and protecting the interests and needs of the members of the organization. NGOs promote inclusive development, assist members through material and moral assistance, care for working conditions, everyday life, and more. They can also pressure local authorities through strikes, rallies and more. Educational function contributes to the formation of moral, political, administrative, legal

culture among citizens. Personnel function of public organizations is especially important in the inclusive development of the city, because it involves attracting people with disabilities and training them with qualified personnel for state and public bodies, institutions, organizations.

Businesses carry out economic and social functions. The economic function is to optimize the employment of the city's population and to finance projects that contribute to the creation of an inclusive city. The social function is to ensure the safety of business entities, to use the city's natural resource potential and to avoid environmental pollution, ie to use wastewater treatment plants, to recycle and recycle waste.

Thus, the goals and objectives of inclusive development that are relevant to the city must be established and shared with all entities in the city. All stakeholders should be actively involved in the management of the city, which involves the development and implementation of specific solutions that will allow everyone to have free access to all the benefits of the city.

The city should be managed in the following main areas:

- the education system in cities should be more inclusive, investment should come to vocational schools where people of all ages and professions can gain professional skills;

- management must ensure the employment and freedom of entrepreneurship in the city. Equal opportunities must be created for all residents, including women, young people, migrants and disadvantaged people;

- people in cities should be provided with high quality affordable housing in safe and environmentally friendly areas;

- public infrastructure and services - including public transport, water, energy, waste management, etc. - should be easily accessible to all.

Conclusions. Therefore, the study analyzed the importance and role of inclusion in urban development. The essence of such concepts as "inclusion" and "exclusion" is defined, in part of their influence on the formation of approaches in public city management. On this basis, the necessity and importance of disclosing the concept of "inclusive city", which is offered to be interpreted as a settlement, which is accessible and comfortable for living for people of different age, gender, nationality, religion, social status, different physical and financial capacities, is substantiated.

There are two types of actors involved in the development of an inclusive city: entities that provide policy formulation and realize the goals of the city's development (local governments, public associations, and economic entities), as well as those directly involved in the inclusive city, what is the population depending on the division categories (for example, by age, special groups, etc.). The study substantiates and specifies the functions of the subjects of city management, which is the basis for the formation and improvement of strategies for the implementation of urban development goals, which in the

mission of their activity define inclusivity as the basis of socio-economic development.

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Conceptual categorical tools of research of innovative activity in public authorities

Innovation in the system of public authorities can be correlated with managerial innovation. Thus, A.I. Pryhozhyn (in the production aspect) divides them into economic (new material incentives, indicators, pay systems), organizational and management (new organizational structures, forms of work organization and decision making, control over their implementation, etc.), social and managerial (changes in collective relations), legal (changes in legislation) [1, p. 34]. A. V. Surin and O.P.Molchanova [2, p. 12] also consider this type of innovation from the point of view of the management of the business entity. Innovations in government bodies A.F. Melnyk, others [3, p. 472] characterized it by production (new technologies, methods of service, organization of activity), socio-economic (new organization of labour, improvement of conditions and nature of work, improvement of quality of services) and managerial (new structure of the management apparatus, methods of decision-making, management technologies, forms of control and means of information processing). However, for the innovations caused by the public administrative reforms, the given characteristic is incomplete.

Closer characterize the content of innovation in the context reforms, V. S. Novice [4, p. 30–32] and Yd. Yakivets [5, p. 13-14], which distinguish state-legal innovations and divide them into innovations in state power (new forms of organization of state power and management at municipal, regional, national and intergovernmental levels) and legal (adoption or correction of legal documents, organization of elections and updating government agencies, etc.). These statements can be clarified based on a broad understanding of the system of government [6, p. 157–159; 7, p. 11]: as a system comprising the head of state, legislative and executive authorities, constitutional and administrative judiciary and prosecutor's office. However, the content of the reforms is affecting not only large-scale changes in the system of public administration but also in the system of local self-government and society. It is from this same position that S. O. Kravchenko [8, p. 27–31] formulates the concept of 'public-administrative reforms' as significant qualitative, progressive changes in the system of public administration and their management activities (according to the broad approach), the system of local self-government bodies and their management activities, the links between these systems, their mechanisms of interaction in governance processes with non-governmental organizations and citizens, but without violating the foundations of the existing constitutional order. This

definition highlights the main features of these reforms: the quality of change, their subject area, exclusive ownership of top-level governmental decisions, and limitations.

However, the concept of 'public-administrative' can be objectionable. According to the Constitution of Ukraine (Art. 5), the system of local self-government does not belong to the mechanism of state power, is self-governing, endowed with a certain range of state-power powers and functions. At the same time, in the national context, the development of the system of public authorities (public administration and local self-government system) at the regional and local levels, the co-ordinated distribution of powers and functions between them (by the chosen criterion), the procedure for the implementation of management activities and the use of management tools is generally offset by higher-level government decisions. In addition, in the national dimension, the self-government of local self-government bodies is guided by the public administrative decisions (concepts, strategies, programs, projects, action plans) on the implementation of strategic priorities of the state policy together with the executive authorities.

Concerted reform of the subjects of the public authorities and civil society development, in particular, aimed at Concept of Reforming Local Self-Government and Territorial Organization of Government in Ukraine [9], Program of Activities of the Cabinet of Ministers of Ukraine [10], Public Policy Strategy for Promoting the Development of Civil Society in Ukraine [11]. The close relationship between the reform of the state administration and the system of local self-government is emphasized, in particular, by I. Koliushko, V. Kravchenko, V. Tymoschuk, Y. Sharov, V. Yalovysh [12, p. 262-264; 13, P. 42-43; 14, p. 256-257]. These researchers argue that the interconnected and large-scale progressive changes in these systems and civil society should be determined by the highest-level governmental decision-making.

Therefore, in view of the above, it is logical to choose a phrase to name this type of innovation as 'public-administrative innovations'. Reasonable expediency of its use is possible not only by belonging of public-administrative innovations to public-administrative reforms but also by the fact that:

- Public administrative innovations are strategically important for solving socially significant problems, which are solved on the basis of relevant state concepts, strategies, targeted programs and projects, approved by top-level government-governed decisions and obliged to be fulfilled by all legally determined entities with priority provision of state resources;
- A public administrative entity is not only the main initiator and organizer of innovations but also their key leader and user;
- Benefits of reforms are possible through large-scale implementation of public administrative innovations in the system of public authorities and civil society, the process of dissemination of which is

prolonged with increased uncertainties and risks, which necessitates the use of public strategic innovation management to succeed them; and

– Adjective 'public-administrative' is recognized in the theory of public administration (for example, 'public-administrative information' [6, p. 163], 'public-administrative process' [6, p. 164], 'public-administrative decisions' [15, p. 130], 'public-administrative activity' [16, p. 20], 'public administrative reforms' [8, p. 27–31], 'public-administrative relations' [17], and 'public-administrative innovation activity' [18, p. 213]).

In addition, it is advisable to use the term 'innovation – result', which is officially recognized in the world and in Ukraine, when formulating the concept of 'public government innovation'.

In view of the above, it is proposed to formulate the notion of 'public administrative innovations' as qualitative, substantial changes in the system of public authorities (state administration, local self-government), mechanisms of their interaction with non-governmental organizations and the population of Ukraine, which do not contradict the Constitution and do not create threats state sovereignty.

The results of the analysis of current tendencies of social development and internal driving factors of the government system [6, p. 643–646] identified possible forms of objectification of public administrative innovations in this system that provides development, in particular:

– Public administration entities through the democratization of power, its partnership with the population in decision-making; development of forms and methods of their interaction; increased openness of power;

– Managerial relations, relations, organization through the strengthening of horizontal-coordinating relations; associative forms of organization and management, coordination and coordination; involvement of subordinates in decision making; dialogue, coordination, communication with the influential public and opposition structures; the proper balance between centralization and decentralization; corporatization of public administration;

– Management activities through value orientation, technology decision-making, enhancing the role of communication, organizational culture, leadership, motivation, management style, social responsibility, group dynamics, and business ethics;

– Managerial functions through improving the efficiency of planning, motivation and coordination, regulation, deregulation and self-regulation, self-control and third-party control, as well as through rational allocation of resources, achievement of a certain result; the use of project-program-management, administrative-financial, and public accountability; provision of quality social services, in particular on a partnership basis;

– Objects of management through the creation of information resources, the domination of the state in different spheres of society in

partnership with public structures; effective management of administrative-territorial reform on the basis of optimization of the ratio 'centralization – decentralization';

- Management ideas and theories through the creation of 'breakthrough' concepts for overcoming crisis and stagnation processes, ensuring the country's leadership; a combination of ideologies of organizational-administrative, information-analytical, social-service and public-communicative management; formation of national concepts of management and public administration taking into account foreign management experience; and

- Professional training of managers through the formation of politically neutral, professional, honest, sensitive to the requirements of the employees, as well as public managers with modern management knowledge, developed innovative outlook, capable of acting in uncertainty.

Taking into account the basic principles of decentralization (and reform of public administration, it is possible to identify the most important public-administrative innovations that will ensure the development of relations between the system of public administration and the system of local self-government, their relations with the subjects of civil society. An analysis of the main principles of the Public Policy Strategy for Promoting the Development of Civil Society in Ukraine [19] will outline the main public administrative innovations in the segment 'civil society'.

A visual representation of the subject field of public administrative innovations reflects the world and domestic experiences of implementing administrative reforms, the directions of implementation of which were explored T. Virkhine, S.O. Kravchenko, V. Peters, and W. Wright. Thus, V. Peters, analysing the experience of the last decades, developed A, B, C, and D models of administrative reforms (ARs) [20, p. 256-258, 259-260; 8, p. 95-106], which not only corresponded to the realities of the time but also formed the basis for predicting tendencies in the further development of public administration. Using the content of these models and indications of systematization of tendencies of development of public administration according to Surmin [21], it is revealed that large-scale state-administrative innovations have touched only a few components of the system of public administration, namely:

- Public administration entities, where public administrative innovations concerned the decentralization of power, staff reduction, the formation of virtual organizations, etc. The strengthening of the hierarchy of power did not take place;

- Management activities, where public administrative innovations have touched upon the motivation, the implementation of a quality policy, the use of temporary staff, the expansion of managerial freedom;

- Managerial functions, where public administrative innovations are embodied in the development of the public policy with a focus on internal

markets and market incentives, consulting and coordination, experimentation and managerial entrepreneurship.

S. Popov also claims that in the United Kingdom, France, Mexico, Germany, Poland and Hungary, ARs were formed from the individual elements above: that is, innovations were chosen according to the preferences of a particular country. W. Wright and T. Virkhine [20, p. 256–260] argue that similar Public Administrative Innovations (PAI) have been implemented in the countries of Western and Eastern Europe.

The results of the present research [S. O. Kravchenko, 8, p. 95–106] indicate that models A and B are predominantly embodied in the world, according to which the public administrative innovations are oriented towards the implementation of the principles of the 'Governance' concept.

In modern Ukraine, the key tendencies in the innovative development of its social space, in particular, the system of public administration, are determined by the Constitution of Ukraine [22]. Its first article establishes Ukraine as a sovereign, independent, democratic, social, rule of law state, which is the basis for qualitative change. The Law of Ukraine “*On the Principles of Domestic and Foreign Policy*” reveals the main innovation-oriented directions of the implementation of public policy and the administration of the state, namely [23]: building statehood, developing public authorities and stimulating the development of regions, civil society, national security, and defense, as well as the rise of economic, social, environmental and humanitarian spheres, the development of technogenic security and foreign policy. System-forming Laws of Ukraine, corresponding Decrees of the President of Ukraine, CMU Resolutions specify the dynamics of innovative changes in each sphere of Ukrainian society. At the national level, the CMU has been the leader of innovative changes in the system of public authorities [18, p. 122–124].

One of the strategic areas for reform in 2010-2014 concerned the development of the civil service and executive authorities [23, p. 3] through the introduction of a wide range of public administration innovations. Thus, the Decree of the President of Ukraine [11] identified innovations that would provide optimization of the Central Executive Authorities (CEA) System, eliminate duplication of their powers, and reduce the number of administrative apparatus and the cost of its maintenance. The forms of objectification of governmental innovation concerned:

- Management activities on standardization of administrative procedures, mechanisms of interaction of the CEA with the state collegial bodies, the procedure of provision of services, reformation of the Cabinet of Ministers of Ukraine (CMU) and CEA, state regulation in the field of corruption prevention; implementation of public management instruments (internal audit in CEA, medium-term planning, strategic planning, and medium-term budgeting at the level of the main spending units, strategic planning of regional development and its financial support, tools on

concentration of financial resources in priority areas of regional development, compensation for inflation taxation, association of territorial communities, monitoring of regional development, financial and resources her security communities, monitoring, and evaluation of programs of social support, program budgeting at the local level and in health care, etc.);

- Management functions in the context of elimination of duplication of powers and functions of the CEA, their redistribution, reduction and optimization of their control and supervisory functions; release of the Cabinet of Ministers of Ukraine from its non-powers;

- principles of the civil service by adopting in the new wording of the Law of Ukraine *“On Civil Service”*, development and consideration of draft normative legal acts on the organization and passing of the civil service, development of tools for comprehensive reform of public administration, creation of a professional, efficient civil service, its organizational support (measures on application of the provisions of the Law of Ukraine *“On Civil Service”*, approval of profiles of professional competence);

- Professional training of managers by improving the activities of the National Academy of Public Administration under the President of Ukraine [24], the System of Training of Public Servants and Deputies of Local Councils, the introduction of a pilot Program of Training Civil Service Leaders within the Formation of the Presidential Personnel Reserve "New Nation Elite" [25]; and

- E-governance through implementation of E-interaction System of state databases, e-interaction between CEA and local executive authorities (EA), creation of an automated system 'Single Window of Submission of E-Reporting', introduction of Information System 'citizens' appeal', creation of a single E-Database of Administrative Services of Bodies Executive Power and Local Self-Government Bodies, approbation of the 'Single State Portal of Administrative Services', etc.

In view of the above, the national subject field of public administration innovation generally corresponds to the global tendencies of innovative development of the Public Administration System. However, in Ukraine, there is a restrained introduction of public administrative innovation due to the influence of a variety of resistance factors.

The development of the modern national subject area of public administration innovations is determined by the following provisions: Presidential Initiatives in the "Strategy 2020", Concept of reforming local self-government and territorial organization of government in Ukraine, Coalition Agreement regarding decentralization and public administration reform, Action Plan and Program of Activities of the Cabinet of Ministers of Ukraine that will ensure bureaucratization, decentralization, deregulation and accountability, an effective fight against corruption, and update the judicial system, etc.

During the discussion of the Concept of reforming local self-government and the territorial organization of power in the Odessa Regional Institute of Public Administration, innovations were used, which should provide: effective educational and scientific support for the implementation of the concept; creation of independent material, financial and organizational conditions for the proper exercise by the public authorities of self-governing and delegated powers, other [26, P. 26].

Finally, the provisions of the Decree of the President of Ukraine on the Strategy for Promoting the Development of Civil Society in Ukraine [11] testify to the initiation and organization by the state of implementation of public administrative innovations that will ensure: guaranteed democratic development of the state; public control over the activities of the authorities; the independence of civil society institutions and their influence on socially important decision-making; wide representation of citizens' interests in public administration, regular consultations with the public.

Modern theoretical and practical developments allow us to clarify the generalized field of public administrative innovations: his example is given in [26, p. 27–28]. Unlike public-law innovations, public-administrative innovations are more generalized and, in line with current realities, characterize qualitative changes within the framework of public administrative reforms. It should be noted that innovations in the system of public authorities can occur beyond the limits of public administrative reforms: on international programs and projects, on the initiative of individual authorities and civil society subjects. However, such innovations are local, pilot, improving, not always viable and do not lead to dramatic changes in the system of public authorities in general. Successful implementation of public administration innovations is ensured by mastering specific forms of their objectification, convincing them of their expediency, applying effective methods of managing their dissemination and availability of innovative resources of good quality.

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Public management and administration in the field of pre-school education in Ukraine

During the years of Ukraine's independence significant changes have taken place in the functioning of the network of pre-school educational institutions. Positive can be considered the changes in approaches to the educational needs of the society, the changes in the educational paradigm, the modernization of the content of the pre-school education, the implementation of personally oriented technologies, orientation to the child and his needs, the development of educational institutions of non-state ownership, the emergence of home education with involvement of professional educators, inclusive education (inclusive groups) for children with special needs and the like. Among the negative ones - the main one is the decrease in the number of pre-school educational establishments (although in recent times there has been a slight increase in the number of pre-school institutions, either through the construction of new establishments or as a result of the completion of the premises, the restoration of the old buildings, etc.).

The reasons for such changes in the 1990s were:

- a decline in the well-being of the population as a result of the crisis in the national economy, a fall in fertility rates has led to the closure or redeployment of the pre-school institutions, mainly departmental ones;
- forced transfer of the departmental pre-school institutions to subordinate local self-government bodies that proved unable to provide sufficient funding;
- fixing, at the legislative level, the opportunities for mothers to care for a child up to 3 years and sometimes up to 6 years of age, which provoked the outflow of children from the pre-school institutions;
- reduction of licensed and actual volumes of admission of the students to specialties in pre-school education, etc. [1].

The lack of pre-school institutions, the lack of places in them creates various negative social consequences - the appearance of queues for the placement of a child in a pre-school institution and the emergence of such a negative phenomenon as corruption. Although the recent state policy of Ukraine in the sphere of education is aimed at overcoming these negative phenomena, it is already possible to speak about some positive results today, in particular, the electronic system of recording a child in the institution of pre-school education – the “Electronic Queue” is introduced.

In general, it can be argued that the dynamic changes in education today, including in the field of pre-school education, the complication of the

conditions of functioning of the pre-school institution have caused significant changes in the organization of the public management and administration (changed goals, objectives, functions, principles, approaches in administration) and professional administration culture. The modern leader in the field of pre-school education should be not only a performer who ensures the implementation of the state education policy on the local places, but also a leader-initiator able to ensure the effective development of the pre-school education, access to quality pre-school education for all children of pre-school age, to create conditions for individual self-realization of the teacher and the child, for the development and self-development of their personal qualities, etc. However, most executives were not prepared for such changes and challenges. Thus, there is a contradiction between the new tasks of the pre-school education and the old methods of administrative activity, the solution of which requires the development, first of all, of a scientifically-theoretical aspect of this problem.

According to the Law of Ukraine “On Pre-school Education”, pre-school education is defined as “a compulsory primary component of the system of continuing education in Ukraine; ...a holistic process aimed at ensuring the comprehensive development of a pre-school child in accordance with his or her preferences, inclinations, abilities, individual, mental and physical characteristics, cultural needs; formation of the moral norms in a child of pre-school age, gaining his/her social life experience” [2]. It is emphasized that the basic stages of formation of a child’s personality are:

- infant age (up to one year);
- early age (from one to three years);
- pre-school age (from three to six (seven) years), which in turn is divided into: younger pre-school age (from three to four years); secondary pre-school age (four to five years); senior pre-school age (five to six (seven) years).

By its nature, the pre-school education is a process of movement from goal to result, a process of subject and subject-object interaction of the educators with pupils, when the latter become a subject of the pedagogical interaction during training, education, self-education, development and self-development.

The authors of scientific publications that deal with education in one way or another use the logical methods of cognition, but most of them use a systematic approach. Such an approach, according to V. Malynovsky, “focuses on the organizational and structural forms in which administrative activities are carried out, and views the organization as a holistic phenomenon, all components of which are interconnected by goals, functions, principles, methods, structures, processes, personnel and resource provision” [3, p. 188]. It is the systemic approach that best reveals the essence of the education system and its functionality. Therefore, “you can explore the interaction of the administrated and the administrating systems, on the basis of which the

subject in the conditions of change, self-changing, tries to adapt to the object. In this case, the object remains unchanged” [4, p. 183]. This is especially true of the current modernization changes that occur in the education, where a systematic approach to educational administration is a cognitive method and, at the same time, a means of transformation or change in the education.

According to the dictionary-guide on public administration, the system is “a set of selectively involved elements in which interaction and relationships acquire the character of the interaction of the activities of the elements to obtain a certain useful result (goals or objectives of the system)” [5, p. 338]. That is, the main point in the system is the connection of the elements. Therefore, the systematic approach allows us to consider the education system as a whole and the pre-school education system in particular as a coherent system, which is in constant interaction of the subsystems both at the micro level (inside the system) and at the macro level (interaction with the external environment).

As an object of the public administration, pre-school education, in accordance with the Ukrainian sectoral legislation, is represented by a system consisting of:

- pre-school educational institutions regardless of subordination, types and forms of ownership;
- scientific and methodological institutions;
- education administration bodies;
- education and upbringing in the family [2].

At the same time, the pre-school education system is managed by a central executive body, that ensures the formation and implementation of the state policy in the field of education; other central executive bodies, that are subordinate to pre-school education institutions; Council of Ministers of the Autonomous Republic of Crimea; regional, Kyiv and Sevastopol city, district state administrations; local governments.

The Basic component of the Pre-school Education states that “pre-school education is an independent system, a compulsory component of education in Ukraine, which harmoniously integrates family and social education. The first social environment for a child is a pre-school educational institution, whose purpose is to ensure the harmonious development of the child’s personality, his physical and mental health, nurture a valuable attitude to the natural and social environment, to himself, to form mechanisms of social adaptation and creative embodiment in the conditions of life in the company of stranger children and adults. The pre-school education as the first valuable link should respond flexibly to the contemporary socio-cultural requests, enrich the child’s knowledge with the necessary qualitative information, help him to realize his natural potential, to be guided by universal and national values” [6, p. 4].

Therefore, in the traditional sense, pre-school education is a system of educational institutions of different ownership (state, communal, private),

which differ in different parameters (number of pupils, profile, location, etc.). However, the system is not just a set of objects, it is an interconnected set of objects. In this case, the system acquires integrative, new qualities that are not derived directly from the qualities of the components that are included in the system, are not a mechanical sum of the qualities of the parts that make up the system.

We agree with R. Shchokin, who argues that when it comes to education as a system of educational institutions, it is advisable not to speak of the public administration in the field of education, but of the administration of the activities of the educational institutions, which is carried out by specially authorized entities - the rector, director, manager, etc. The author notes that when the concept of “education” is understood as a set of knowledge, skills and abilities, then administration can not be taken into account, because the complex of such knowledge and skills, first of all, depends on the desire of the person to obtain them. This also applies to the understanding of education as a process of education [7, p. 204]. Thus, indeed, the process of obtaining a person’s educational, scientific or professional knowledge requires that the state / public authorities set certain standards and organize their monitoring. Therefore, the public administration in the field of pre-school education is expressed in the conscious regulation of the process of its development in order to create optimal conditions for meeting the various needs of the individual at the initial stage of education based on the maximum use of the scientific, cultural and economic potential of a certain territory.

The modernization of the pre-school education system in Ukraine is aimed at developing the skills of practical life and elementary social maturity of the pre-school children. The effectiveness of its carrying out is possible only under the condition of uniting and concentration of the efforts of employees of the state authorities, line ministries, scientific and pedagogical staff of the leading scientific and educational institutions, and other specialists in the field of education. The result of such cooperation is the development of strategic, legislative and regulatory documents, state and sectoral programs aimed at the development of pre-school education. For example, the creative collaboration between the Ministry of Education and Science of Ukraine and the National Academy of Pedagogical Sciences of Ukraine resulted in the approval in 2012 of a new state standard - the Basic Component of the Pre-school Education [6].

At the same time, the efficiency of modernization of the pre-school education system and its administration system depends on the use of the results of the scientific researches of the Ukrainian scientists, connected with the scientific and methodological substantiation of the changes occurring as a whole in the educational sphere, in administration and in the field of pre-school education. In this context, the role of one of the most famous electronic resources of Ukraine - the nationwide abstract database “Ukrainika Naukova” (hereinafter referred to as ADB “Ukrainika Naukova”), which

records abstract information about scientific publications (monographs, articles of periodicals and continuing editions, conference materials, abstracts of dissertations, textbooks, tutorials, etc.) and which serves as a source for assessing the state of development of the Ukrainian science on a certain issue. The bibliometric and scientometric researches conducted by the ADB “Ukrainika Naukova” conducted by the scientists allow to predict the tendencies of the development of the scientific knowledge in Ukraine, help to determine the pace of development of particular branches and priority directions of science.

An attempt to analyze the abstract information on the defended candidate and doctoral dissertations on the consideration of issues of the state and development of the pre-school education was made by T. Bukshyna, who used the bibliometric method of research of the scientific publications on pre-school education and upbringing, and S. Sayapina, who analyzed the thematic areas of the scientific research in the field of pre-school didactics.

The results of T. Bukshyna’s analysis were published in 2014. The author has identified 244 abstracts of theses defended in 16 specialties [8].

The results of the analysis conducted by S. Sayapina were released in 2018 and are therefore more relevant. The author investigated the period from 1991 to 2010 and found 349 scientific publications on teaching children of pre-school age, of which 57 theses, 32 books, 260 scientific articles. The largest number of publications was devoted to the issues of teaching the pre-school children basic movements, literacy in kindergarten, figures, drawing. According to the author, the most striking tendency of the development of the theory of teaching children of the pre-school age was the reorientation of a considerable amount of scientific researches from local topics to the solution of larger problems connected with the development of the methods and forms of teaching children [9].

With regard to the development of the modern pedagogical science, it should be noted that recently a considerable number of doctoral theses have been defended, in which the problems of organization and administration of the pre-school education are covered. In particular, O. Kovshar’s research is devoted to substantiation of the theoretical and methodological foundations of the organization of the pre-school education of children up to five years on the basis of systemic, activity-personal and contextual approaches; defined criteria with relevant indicators of the levels of partnership in the organization of the pre-school education; the general levels of this organization are characterized and its pedagogical conditions are scientifically substantiated [10]. S. Sayapina’s work thoroughly analyzes the genesis of the domestic pre-school pedagogy (year 1960 - beginning of the 21st century), based on the criteria developed by the author, stages of pre-school pedagogics development, basic regularities, contradictions, leading tendencies of development of the ancestral form of development are revealed, the sampling of authentic materials in historical and pedagogical research, the dynamics of

changes in the thematic orientation of the problems of education and teaching of the pre-school children, etc. are traced. [9]. O. Yarova's dissertation is devoted to the study of the phenomenon of the primary education in the countries of the European Union and is considered in the comparative-pedagogical aspect [11].

A significant contribution to the development of the theory of the pre-school education administration has also been made by scholars who have defended PhD theses in pedagogy. Thus, O. Berezina has carried out a comprehensive analysis of the formation of new type of pre-school educational institutions in Ukraine at the end of the 20th - beginning of the 21st century and distinguished the stages of their creation in accordance with the normative-content, historiographic and source-specific criteria [12]. A. Bolshykhina's study [13] developed, substantiated and experimentally tested a model of administrating the development of a pre-school educational institution under adaptive conditions, described the qualimetric basis and technology. H. Zakorchenna has researched the regularities of organizing the process of the professional preparation of the students for the pedagogical management in the pre-school education at the level of management of a modern pre-school educational institution, theoretically substantiated the concept of the essence and functional structure of the professional activity of the head of a pre-school institution as a manager of pre-school education, defined its stages and ways of implementation [14]. The subject of Yu. Smolyanko's research was the formation of the professional culture of the future specialists of the pre-school education in the process of master's preparation [15]. Investigating the administration of the pre-school teachers' activity on the basis of health saving technologies, O. Kovalyuk proves that health saving technologies in the administration are a tool of purposeful activity for improving the health, and also proposes an experimentally tested model for managing the activities of the pre-school education leaders based on health saving technologies [16]. O. Korneyeva scientifically substantiates the model and methodology of organizing the methodological work with the pre-school teachers, which consists of four stages: information-enriching, productive-activity, innovative-creative, evaluative-reflexive [17]. T. Kravchynska investigates the motivation administration of the professional activity of the pedagogical staff of the pre-school educational institutions and proposes the development of an appropriate model, defining the basic approaches to the administration of motivation [18]. The problem of forming the professional competence of the future pre-school teachers in the process of the pedagogical practice is devoted to the dissertation research by O. Mysyk [19], which proposes an appropriate model with the following components: purpose, components of the professional competence, components, criteria, types of the pedagogical practice and their tasks, forms and methods, result.

Today, much attention is being paid by the state to ensuring equal access to quality education. Achievements and problems of quality assurance

of the pre-school education in Ukraine are the subject of T. Kuznetsova's research [20]. The scientific works of K. Krutyi [21; 22] are devoted to the methodological, theoretical and practical aspects of the implementation of monitoring of the pre-school education, as well as to identify opportunities for the implementation in the work with pre-school children of a new integrated approach to the development, education and teaching of the children - STREAM-education, which aims at the development of the productive, critical thinking of the children, formation in them a holistic picture of the world, the ability to explore, model, create.

It should be noted that the process of informing the pre-school education is quite objective and inevitable. The institutions are developing a new educational environment, and high-tech information tools for the education and development of the pre-schoolers (camcorders, multimedia computers, projectors, screens, touch boards, etc.) are emerging. There is also a process of expanding the production of developmental and educational multimedia products for the pre-school children, increasing the interest of the teachers and professionals of the pre-school education in information and communication technologies (hereinafter - ICT) and opportunities for use in their professional activity. In this connection, the scientific works devoted to the research of this problem are relevant. In particular, T. Datsenko [23] considers the main criteria and requirements for ICT, the possibilities of their use in the practice of pre-school education, the identified prospects and risks of implementing ICT in working with the pre-school children. Yu. Nosenko examines the benefits and possibilities of using Google's cloud services in managing a pre-school educational institution, including Gmail, Google Calendar, Google Drive cloud-based repository, office suite (documents, spreadsheets, presentations). The author believes that the use of Google Sites, Google+, Blogger, Hangouts, Google Forms services is appropriate in establishing effective communication between the subjects of the pre-school educational institution (including with the public), creating a positive image of the educational institution [24].

Another researcher, V. Bohdan, is also exploring the state and prospects of implementing cloud technologies in the pre-school education [25]. We can argue that the results of the study indicate a divergence of views in the scientific environment regarding the understanding of the essence of the public management and administration in the field of education in general and in the field of the pre-school education in particular. The spread of the Western scientific thought brought to the fore the very term "administration", that is mostly interpreted as management, leadership, aid, assistance. In this context, public administration is the link between the state administration and the public administration and provides for the organization and implementation of the administration decisions. However, it should be understood that the key elements for the state administration are the state and public authority, and for the public administration – the society and

public authority. In this case, state administration is characterized by authoritarianism and public administration by democracy. Thus, public administration in the field of the pre-school education introduces democratic values and contributes to the sustainable development of the country in the process of its social transformation.

An analysis of the focus of research by the Ukrainian authors shows that over the last five years the interest of the scientists in research on the organization of pre-school education has increased, which depends on the increase in the number of studies in some institutions, educational institutions, and the challenges of the society. As predicted, most attention is paid to pre-school education in pedagogical science, but research is also being done in such sciences as psychology, economics, and social communication. Unfortunately, there is still no work in the scientific field of “state administration” (“public management and administration”). In general, it can be argued that during the period of active scientific research, the interrelation of the theory and practice has led to the creation of progressive new scientific theories and the development of practice on a scientific basis.

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PART II
REFORMS, POLITICAL
ASSOCIATION,
COOPERATION AND
CONVERGENCE IN THE
FIELD OF FOREIGN AND
SECURITY POLICY

Association agreement: driving integrational changes

Accent Graphics Communications & Publishing
2020

The European vector of Ukraine in the context of geopolitical changes of the XX-XXI century

Being at the intersection of the eastern and western civilizations, Ukraine has historically gravitated towards the latter. This was due to geographical, political, cultural, spiritual and historical factors. Ukrainian state-building is a historical and legal phenomenon of Eastern Europe. The political, legal and cultural heritage of post-Soviet Ukraine is too multi-dimensional to face the difficult choice of a further vector of foreign policy orientation. There are enough uniting factors and yet a lot of discrepancies. The prolonged stay of Ukrainian lands under foreign jurisdiction has led to internal confrontation – confessional, political and legal. The coexistence of foreign state power and local institutions of public self-government and the rules tolerated by this power gave rise to legal pluralism in Ukrainian lands, where the society and the state historically existed in parallel dimensions. To some extent, this trend continues these days as well. However a positive consequence of the Ukrainian lands being under foreign jurisdiction is the incorporation of Ukrainian culture into the better achievements of European civilization, which itself has enriched with its heritage. At the turn of the 20th-21st centuries, two parallel events that marked the point of no return took place: the collapse of the command and administrative system and the transition of the European Communities to a new economic and political level. Sovereign independent states, which needed to take their place among others, to build their own economic systems, to look for markets and to fit into a format of commercial relations with strict rules became new players in the political arena.

After the collapse of the command-administrative system, the restoration of historical justice and the acquisition by Ukraine of its sovereignty, our country, like most of the former post-Soviet European countries of the former socialist camp, faced difficult questions. First of all, how to ensure our own economic and political security? Secondly, what place did they have in the well-formed political and economic realities of Europe at that time? And finally - are the old players ready to embrace this objective reality - the new post-Soviet countries that need it and are they ready to play by the established rules? The countries of Central Europe and the Baltic have answered the last question affirmatively.

There have been longstanding relationships in the European arena and in the world. European communities were in a transition from economic to political unity - developed countries with stable economies could afford to secure their risks of the common market. On the other hand, it was obvious that the destruction of the permanent relations between the countries of

Central and Eastern Europe would lead to the further collapse of the system of the Warsaw Pact.

Thus, Ukraine found itself together with other countries - both the former USSR republics and other social states in the face of new threats and challenges. Each of them had their own way of realizing their state-making and economic potential. It is indicative that the process of accession of the former Warsaw Pact countries to the NATO military-political alliance has begun since 1999, and since 2004, these countries have ensured an unprecedented enlargement of the EU from seventeen to twenty-seven members [1].

Ukraine's proclamation of national sovereignty could not but affect the positioning of the political forces of the influential players of the time. Like most post-Soviet countries, when it gained independence Ukraine did not meet the Copenhagen criteria for institutional accession to the EU but unlike them didn't immediately decide on its European integration course. At that time political elites didn't have the political will to direct all available resources to achieve this goal. The deformation of national identity, which is the cornerstone of the age-old policy of denationalization, has prevented it from determining the priority of national interests. It is worth mentioning that it took time for all post-Soviet states to define their Euro-integration goals to further agree on them in the Association Agreements and finalize institutional accession in 2004 or 2007. However in these countries at the level of political leaderships the importance of institutional accession was recognized as a priority strategic direction of their policies.

It became apparent that it was more likely to save the economy from collapse in those countries that have historically had economic relations with European Union countries, such as the Warsaw Pact, which signed the Protocol on the dissolution of the Warsaw Pact on July 1, 1991. Eurointegration, as stated in the Single European Act, was moving to the top while the post-Soviet Czechoslovakia, Hungary, Romania, Poland and Bulgaria already understood the need for it. As a new political and economic reality, the European Union was viewed as a solid economic pillar for countries that have just been given the chance of a sovereign coexistence. At the same time, NATO memberships were acquired for the sake of political security and inviolability of the borders of the former socialist camp.

Therefore from 1993 (the time of the entry into force of the Maastricht Agreements) to 2004 was the time for the strategic objectives of the countries of Central Europe and the Baltic States. Former socialist countries were headed by experienced politicians and public figures representing democratic forces, conscious of building nation-states in the spirit of European democracy values. They faced the difficult challenge of saving countries from economic collapse and reforming the domestic sphere in accordance with the requirements of a functioning market economy so they immediately took care

of the economic and military-political security of their states, realizing the threat of restoration of totalitarianism.

The Czech Republic (until 1993, called Czechoslovakia) revised its political strategy before other countries in the former socialist camp. This resulted in a peaceful rally known as the Velvet Revolution which clearly demonstrated the nation's desire to move in the way of European democratic values. The Czech Republic was one of the first to become a member of NATO (1999). The first president of the new Czechoslovakia and the first president of the Czech Republic, Vaclav Havel, who was a politician, a democrat, a dissident and one of the founders of the anti-communist movement "Civic Forum" consistently insisted on the Czech Republic's institutional accession to the EU.

Poland is a country where democratic traditions date back to the late Middle Ages (it was once the only democratic monarchy in the world) and ensure the national unity. In 1980 the first president of post-Soviet Poland Lech Wałęsa created the first solidarity-controlled union in the countries of the socialist camp, for which he became a Nobel Peace Prize laureate in support of the rights of workers. He consistently defended Poland's interests in the transition to a free market economy. His successor, a Social Democrat Aleksander Kwaśniewski, pursued a policy of European integration.

Hungary has had economic problems with four presidents and as many prime ministers of the country changing from 1989 to 2004, who, despite political differences, have been consistent in their Euro-Atlantic and Euro-integration strategies.

The first leader of post-Soviet Bulgaria, Zhelyu Zhelev, held office for two consecutive terms, until 1997. Since 1989 he has headed the Bulgarian political party Union of Democratic Forces and in his book "Fascism" he compared the Soviet and Nazi regimes. The presidential cadence of his successor, Georgi Parvanov, the head of the Communist Party, made no significant changes to either Bulgaria's foreign or domestic policy. In 2004 the country became a member of NATO and in 2007 it joined the EU.

Romania has experienced an era of totalitarianism which has come to an end with the fall of the Ceaușescu dictatorship in 1989 during the Romanian Revolution. Despite the communist past, the first president of post-Soviet Romania, Ion Iliescu, organized Romania's National Salvation Front, held the post of head of state twice and pursued a European integration policy. Romania and Bulgaria have later joined the EU in 2007 and NATO in 2004.

Determined with the European integration choice the countries of Central Europe strengthened the old relations, in particular, the Polish leader Lech Walesa together with the Czech President Vaclav Havel. They have initiated the establishment of the Visegrad Group aimed at integration into Euro-Atlantic structures in February 1991. Nowadays it exists and functions as a regional intergovernmental organization [5, p. 13-18]. Following the 1997

Madrid Summit and the Washington Summit, Poland, the Czech Republic and Hungary joined NATO and the European Union on 1 May 2004.

The Baltic countries, the post-Soviet countries that restored historical justice in the early 1990s, were also clearly understanding their strategic course. They have not delayed membership in NATO and the EU (and are members since 2004), since they had the difficult task of withdrawing Russian troops. Lithuania became the first republic of the Soviet Union to declare independence in 1990 at the Supreme Council. It was also Lithuania, which had first suffered from the Russian aggression, which began as an economic blockade in 1990 and ended with the military invasion and attempt to force the return of the independent state to the USSR in January 1991, which was hindered by the Lithuanian civic position and the resonance of the world's public.

The post-Soviet Lithuanian political beau monde (Vytautas Landsbergis, Algirdas Brazauskas, Kazimira Prunskiene) aimed at pursuing a policy of European integration and gaining energy independence from Russia from the very beginning. The president of neighboring Latvia, Guntis Ulmanis pursued a policy of demilitarization of the country, for which the Russian troops were withdrawn and the ballistic missile range, better known as the Skunda locator, was destroyed. The first head of post-Soviet Estonia, Lennart Meri is known for his consistent course on Euro-Atlantic integration. He was the first politician in Eastern Europe and the Baltic who officially visited NATO Headquarters in Brussels.

Thus, pluralism and democracy in the countries of Central Europe and the Baltic States didn't threaten them with the restoration of totalitarianism and most importantly their European integration course, as a priority vector of politics, didn't fluctuate depending on the internal distribution of political forces. At the moment the economic and political-military stability of these countries is ensured at the level of the European Union and NATO.

Ukraine has its own historically developed specific nature, which has determined its somewhat slow pace in European integration. First of all, Ukraine came under Soviet jurisdiction without having sufficient experience of market-commercial relations. Three generations of Soviet citizens were brought up in a mode of lack of personal interest in the results of work. The years of so-called "developed socialism" gave rise to demotivation, lack of initiative and responsibility. The collapse of the command-administrative system and planned management caused the total disarray of the majority of citizens in the face of natural market relations, which in the first stage are known by the uncivilized rules of the so-called "wild capitalism", in which only the strongest survive. New realities led to rapid commercialization, which was no longer enforced by order. Market relations seem to have broken through the artificial rooftop of the command and administration system and avenged decades of artificial restraint, however the Ukrainian population was not prepared for the risks posed by them.

All of this resulted first of all in a slow economic reform process. Secondly the period of denationalization in our country was much longer than in other countries of Central Europe and the Baltic States. During the era of totalitarianism, Ukrainians had to survive as a nation against official policy and maintain their authenticity. At the moment there is a noticeable crisis of national identity, the danger of which is not always adequately understood [3]. The national elite, ready to consistently defend national interests, is also not mature enough. Third, unlike the countries of Central Europe, the Russian Federation remained the main economic partner of Ukraine, which despite its historical realities was neither perceived as a potential competitor nor an enemy.

Thus, in sovereign Ukraine European integration proceeded on its own somewhat slow logic. On the one hand, Ukraine was the first of the former USSR with which the European Communities signed the Partnership and Cooperation Agreement on June 16, 1994 [7]. However, it took some time to make the European choice a priority. At the time of the signing of the aforementioned agreement in Ukraine work was still underway on the conclusion of the New Constitution and the harmonization of national legislation.

While the countries of Central Europe and the Baltic States were determined to destroy all relations with the former socialist system and to resort to practical actions at the economic and political level, Ukraine was searching for an optimal paradigm of foreign policy. The reason was obvious - our state gained independence without forming a national elite. And the political elite sensing an organic connection with the previous regime did not understand the point of finally breaking with the system that gave birth to them.

In such circumstances it wasn't easy to solve the major economic and political issues that have come on the agenda of the new post-Soviet Ukraine, such as the distribution of property of the former Soviet Union, the determination of the legal status of the Crimean peninsula and the Black Sea Fleet deployed on it, and the distribution of nuclear potential. The main "serious threat" - the claims of the Russian Federation and the potential conflicts caused by these claims - became immediately apparent.

The deployment of political forces and economic balance in the European region in the early 1990s promised stability. At the same time, political players clearly outlined their demands not to break the nuclear potential of the former USSR and thus protect themselves, from the excessive number of nuclear states, from possible conflicts between them and the need to determine their own political position on potential threats. In exercising its right to sovereignty, Ukraine simultaneously acquired international legal personality and needed appropriate recognition, as it focused on a universal format that gravitated to European values. Therefore, she agreed to the offers of potential external partners.

From the very beginning of our state's sovereign existence, the issue of the division of property of the former Soviet Union, the determination of the legal status of the Crimean peninsula and the Black Sea Fleet stationed there led to a deaf confrontation between Ukraine and the Russian Federation. The signing of the Masandra Agreements in 1993 was a way of resolving the abovementioned issues. However it was not for the benefit of Ukraine which gave way to its own interests in favor of a world's equilibrium.

The Lisbon Protocol to the 1991 Strategic Arms Reduction Treaty which envisaged the gradual reduction of strategic nuclear weapons on the territory of Ukraine became the next document. Ironically, the Treaty itself was signed on the 31st of July 1991 less than a month before the August Putsch, after which one of the parties to the agreement ceased to exist. To fix the situation it was necessary to sign a new document, which would capture the legal personality of the successors of the USSR and would confirm their commitment to reduce nuclear warheads which was implemented by the Lisbon Protocol. In January 1994, the President of Ukraine Leonid Kravchuk decided to sign a Tripartite Statement of the Presidents of Ukraine, the United States and the Russian Federation on the immediate export of all nuclear weapons from Ukraine to the Russian Federation [6].

It seems like our state unconditionally believed in the power of modern international law and was convinced in the imperative character of its norms regarding security guarantees. The rule of international law over domestic law has been presumed at the legislative level. Back to those days it was unlikely that anyone would dare to predict a military conflict on the territory of Ukraine, the very fact of which would be actively denied by the main aggressor and a permanent member of the UN Security Council.

In November 1995, Ukraine became a member of a reputable international organization - the Council of Europe, thus attesting to its commitment to European democratic values. The Secretary General of the Council of Europe, D. Tarshis, and the Member of the European Commission, Hans van den Broek, signed the Joint Program of the Commission of the European Communities and the Council of Europe on reforming the legal system, local self-government and improving the law enforcement system in Ukraine. At this time the work of the Constitutional Commission on harmonization of the text of the basic Law of Ukraine with its international obligations continued.

In the late 1990s and early 2000s the work on European integration was reviving in Ukraine. In 1998 the President of Ukraine issued an Order "On Approving the Strategy of Ukraine's Integration into the European Union". Many measures have been taken and a number of regulations have been adopted in this area.

In particular an Interdepartmental Coordination Council for the Adaptation of the Legislation of Ukraine to the Legislation of the European Union was created in the same year, (Decree of the Cabinet of Ministers of

Ukraine of 12.11.1998), the Program of Integration of Ukraine to the European Union was adopted (Decree of the President of Ukraine of 14.09.2000) Ukraine on European Integration (Verkhovna Rada of Ukraine decision of 14.06.2002), State Council on European and Euro-Atlantic Integration of Ukraine (Presidential Decree of 30.08.2002), National Well, Council for adaptation of Ukraine to the EU legislation (Decree of the President of Ukraine of 21.02.2003) established the post of Commissioner of Ukraine for European and Euro-Atlantic Integration (Decree of the President of Ukraine of 26.02.2003).

Moreover, the approvals of three State Programs for European and Euro-Atlantic Integration of Ukraine for 2004 -2007 (Presidential Decree of 13.12.2003) and of the Concept of adaptation of the Civil Service Institute in Ukraine to EU standards (Presidential Decree of 05.03.2004) also took place. To inform the population, appropriate Euroclubs have been created at the level of educational institutions and actions to create and consolidate a positive image of Ukraine among Europeans, have been taken accordingly. Many international exhibitions and forums have been organized and other events to promote Ukraine, its cultural and other assets.

In 2007 during the government of President Victor Yushchenko began the work on the signing of the Association Agreement with the European Union. Two years later on November 24 the EU-Ukraine Association Agenda came into force, replacing the Ukraine-EU Action Plan (2005-2008, extended by one year until 2009) [9]. Viktor Yanukovych who was Yushchenko's main opponent at the time, continued at the beginning of his presidency the European integration course of Ukraine which gave hope to the supporters of the European Integration. On the 1st of November 2011 all the provisions of the text of the Association Agreement were agreed during the final twenty-first round of negotiations in Brussels. The official announcement of the end of negotiations concerning the Association Agreement was made at the Fifteenth EU-Ukraine Summit by the leaders of Ukraine and the European Union announced in December 2011 in Kyiv and on the 30th of March 2012 in Brussels the leaders of the negotiating delegations initialed the Agreement.

The Ukrainian-EU Association Agreement text was published in Ukrainian on the 20th of June 2013 on the official website of the Verkhovna Rada Committee on European Integration and in August of the same year the text of the Agreement was published on the Government portal. The text of the document was then translated into the official languages of the European Union. Further suspension of the productive work towards European integration was not only a warning to the European Union regarding the volatility of Ukraine's political course, but an example of an unprecedented interference by a neighboring state in Ukraine's internal affairs. The EU response to the proposal of the Cabinet of Ministers of Ukraine to involve a third party in bilateral talks which was not discussed at any stage, was adequate and predictable.

The possibility of holding EU-Ukraine-Russian tripartite negotiations was rejected on the 22 of November 2013 as unprecedented in European practice.

The victory of the Revolution of Dignity opened the way for further movement towards European integration but did not eliminate the risks involved. In 2015 during his report at the 17th EU-Ukraine Summit the President of Ukraine P. Poroshenko stressed that the prospect of EU membership is a strategic orientation of Ukraine's aspirations for transformation and a key goal for which reforms are underway [4, p. 3]. For the first time Ukraine participated in the Summit in the status of a country that concluded the Association Agreement with the European Union and the Agreement itself entered into force in 2017. The realization of the necessity of European Integration became evident, but Ukraine already had an occupied territory and military conflict. Ukraine has turned from a potential contender to a dangerous one. Given the energy interest of the European Union countries each of them carefully evaluated the practical feasibility of Ukraine's potential membership and all the risks involved.

The closest neighbor and active foreign policy partner of Ukraine didn't hide his intentions since 2005, when in his speech to the Federal Assembly the President of the Russian Federation Vladimir Putin called the collapse of the USSR "the greatest geopolitical catastrophe of the century." Thus, Ukraine's European integration course was complicated not only by the final phenomena of the post-Soviet period but also by the real threats and challenges of the 21st century unknown at the end of the past.

At the moment Ukraine is a member of influential international political organizations such as the United Nations, the Council of Europe, the OSCE. All of them have a huge experience in resolving conflicts, both domestic and international and no such experience in the face of hybrid war and information aggression which in practice means a crisis of modern international law. Domestic contributions are directed to organizations that have not yet found a mechanism for adapting to current conditions and at the level of domestic law, the text-based non-blockade prevents Ukraine from joining those who exercise their right to collective defense, guaranteed by the Charter of the United Nations from the very beginning adhered to a more traditional and proven way of guaranteeing their own safety.

History shows that the theses on the mutual assistance of nations under modern international law continue until the first challenge. Then begins the delay of time under the guise of "concern" or justification of aggression by cutting the norms of the current International Law, most of which contradict each other already in the Charter of the United Nations. The world's equilibrium has always been above the fair expectations of a nation no matter how the guaranteeing countries would promise peace and security.

With regard to the Euro-Atlantic cooperation it began in 1992 when Ukraine joined the North Atlantic Cooperation Council (now the Euro-

Atlantic Partnership Council). The work proceeds with inconsistent dynamics and obviously depends on fluctuations of the internal political course of the state. In 1994 it joined the Partnership for Peace program. The opening of the NATO Mission to Ukraine as well as the NATO Information and Documentation Center in Ukraine took place in 1997. In the same year a Special Partnership Charter was signed in Madrid. Since 2005 during the government of President Victor Yushchenko an intensive dialogue on membership and related reforms as a prerequisite for the transition to the Membership Plan as a final step in joining NATO has begun. However in 2010 the President of Ukraine Viktor Yanukovich liquidated an interagency commission on Ukraine's preparations for NATO membership and a national center for Euro-Atlantic integration. In November 2019 representatives of Ukraine formally appealed to NATO to join the country in the Enhanced Partnership Program. The program implies increased interaction between the country and the bloc.

However, the activity of the supranational leftist forces in Ukraine slowed down the ideological and educational work on the North Atlantic Alliance.

As a result NATO still isn't perceived by some people as a collective security organization right now guaranteed by Article 51 of the UN Charter, but as a hostile military and political alliance and the fierce resistance of the Russian Federation is one of the reasons of this phenomenon.

What were the prospects of Ukrainian European integration in the context of geopolitical changes in the twentieth-twenty-first century? There were both advantages and risks. Risks were mostly caused by post-imperial and post-Soviet political, legal and economic heritage:

1. The loss of faith in the work of supranational bodies. The most pressing issue for the Ukrainian population since as the historical experience shows the efforts to use the Ukrainian resources at any cost and by passing any agreements to establish complete control over them. In this context the geographical factor should not be underestimated - Ukrainian black earths (1/5 of the world's reserves) have been able to meet the needs of the Russian Empire for centuries and Ukraine itself has been perceived as a convenient raw material supplement.
2. Legal and political nihilism. Seventy years of command and control system with its rigid punishment system and double standards have led to a subconscious protest. Respect for the law had noticeably decreased; instead the rule of law was ensured by the fear of punishment, which did not contribute to the legal culture and in its turn formed the aforementioned negative changes.
3. Corruption as a natural consequence of double standards and opaque legislation. A powerful brake on economic shifts and the formation of a national elite interested in such because there are proven and simple

schemes of personal enrichment and minimal risks, which is promoted by Ukrainian national law on the judiciary.

4. The dependence of the Euro-Atlantic vector on the deployment of political forces in the country. This is still not an unprecedented priority.

One of the bright examples of the advantages are the analytical reports of the American non-governmental organization Freedom House. In its 2005 Transition Countries report, the organization divided the post-communist regimes of Central and Eastern Europe into four groups of countries, for which eight new EU member states were referred to as stable consolidated democracies and Ukraine, along with Bosnia, Herzegovina, Georgia and Moldova as a transition or hybrid mode. The 2004 Orange Revolution was seen as the overthrow of a "hybrid post-Soviet regime", which Freedom House believed was "a borrowing from local opposition elites and a population of universal democratic values."

Twelve years later, the situation and the deployment of political forces has changed so in the next year's Freedom House report the "Transition Countries 2017" focused on the superiority of consolidated authoritarian regimes over consolidated democracies. This is the second largest decrease in the history of the study and the first decrease in the history of the project.

In this disappointing trend Ukraine was, first of all, an example of a positive dynamic along with Romania and Kosovo. Secondly it was noted that Ukraine, Armenia and Georgia remained the only non-Baltic post-Soviet states that were not countries with a consolidated authoritarian regime [2]. Countries in Central and Eastern Europe have seen the largest decline in the weighted average of democracy since the 2008 economic crisis. Advantages include the compliance with the Common Agricultural Policy standard as evidenced by recent agricultural contracts with Ukraine. Restoration of historically formed contacts, perspective of new regional organizations.

For the moment the process of building state-owned institutions is still continuing in Ukraine in front of new challenges of our time, and our state, as an international player has to overcome global challenges with objectively limited opportunities. The paradox of Ukraine is that in the realities of modern international law it has to justify its right to self-defense from those who do not need to justify their right to obvious aggression. Poverty, corruption, border security and internal security are on the agenda. A separate point is the territorial integrity of Ukraine, whose appeal over the last few years has become a daily reality. There are currently ways to build up the military sphere, however, the lack of an ideological core and the crisis of national identity are significantly stifling progressive efforts. The age-old tendency continues to repeat itself: the society and state exist completely separately. The situation is indeed interesting because of its unpredictability, since the events of domestic political and legal life in Ukraine are developing according to their own logic.

General conclusions:

1. Ukraine has spent a lot of time overcoming the post-Soviet political and legal heritage which has slowed its path to the European Union. Independent Ukraine's multi-vector policy meant finding ways and lacking a unified approach to defining a strategically important foreign policy direction. There is a contrast with the countries of Central Europe and the Baltic States that, despite economic difficulties and their own internal political contradictions, they adhered to a single Eurointegration and Euro-Atlantic course.

2. At present, with the signing of the Association Agreement key changes of forces in the foreign policy arena have changed, the crisis phenomena of the European Union has deepened and the policy of Euroscepticism is notable. This cannot but affect the process of further development of the state.

3. The Euro-Atlantic vector is also sufficiently inhibited by the post-Soviet ideological heritage. The North Atlantic Alliance is perceived not as a collective security organization the right to which is guaranteed by Article 51 of the UN Charter, but as a military aggressive alliance.

4. In addition to the usual economic challenges, Ukraine in contrast to the countries of Central Europe and the Baltic States, also faces the problem of demilitarization, division of the armed forces, the Black Sea Fleet and external debt. The possibility of an overthrow of power for which the consequences could have been unpredictable, was not ruled out. (In contrast to Lithuania, which demonstrated national unity, in Ukraine such was inherent in the educated stratum of the national intelligentsia).

5. The Association Agreement as the first effective step towards European integration should become a major foreign policy strategy with insufficient attention being paid to unforeseen consequences, given recent geopolitical changes, crises and economic challenges.

6. Being historically involved in the European economic, political and cultural space Ukraine must continue to move towards European integration.

7. The potential membership of Ukraine in the European Union is not only important for our country but also for the rest of the member states of the Community. Ukraine remains a historical outpost between west and east, thus it must have effective safeguards and shouldn't be a free buffer zone, whose political and economic security should fluctuate depending on the imperial nostalgia of the great nuclear powers.

8. Under any scenario, there is no turning back.

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Policy and media: issues of trust

The dynamic transformation of the world information space affects the content and focus of geopolitical processes, where mass media are increasingly influential. Their position throughout the history of functioning is ambiguous: depending on the internal politics of the state and the peculiarities of international relations, they act as either the object or the subject of geopolitics. In this regard, a significant proportion of social communications experts refer to the media as either a “fourth power” or as a tool of power. It is no coincidence that since the late 1980’s political, scientific, and everyday discourse has been strongly entrenched by the notions of “politicization of the media” and “mediatization of politics”, where media not only reflect events but also impacts influence their course. In the twentieth century scientists have usually identified the following traditional functions of mass media: information; critical; controlling; the function of political education of the population; articulation and integration of public needs and interests; mobilization function. According to the works of representatives of the theory of the information society (D. Bell, O. Toffler, M. Castells), the media also perform such functions as virtualization of political space, creation of “hyper reality”, appearance in politics of features characteristic of the media process.

Today, the role of the media in the functioning of the public sphere has increased significantly, which is primarily due to the rapid development of social media, which are increasingly initiating news. It is where political actors, civil society and individual citizens increasingly express their views. There is no need to ignore the possibilities of traditional print and electronic media, which serve as a platform for the formation of public opinion, collective self-understanding. For Ukraine, which has constitutionally enshrined a strategic course for EU and NATO integration, the operation of relevant national media as well as the functioning of the European and North Atlantic information space is of particular interest.

The difference between the achieved level of democracy in the country and freedom of speech, the content and focus of news, the formulation of the media agenda should also be considered. However, current trends are a cause for concern. The twelfth edition of the Democracy Index finds that the average global score has fallen from 5.48 in 2018, to 5.44. This is the worst average global score since The Economist Intelligence Unit first produced the Democracy Index in 2006 [1]. Among 167 countries scored from 0 to 10 based on 60 indicators Ukraine finished 78th with a score of 5.90, which places it in countries with hybrid regimes. The full democracies included only 22

countries, mainly Western European, North American and partly South American (Chile, Uruguay), along with Australia and New Zealand. This is why it is so important to consider the trends and relationships that exist between politics and the media.

In particular, the European public sphere is largely a product of interchange between national media spaces. Moreover, the formation of a European public sphere implies a high degree of attention to European topics in national media. Important political, social and economic topics are presented from a universal European perspective, not from pluralistic national positions. For example, the crisis of the Southern European countries was vigorously discussed by all EU members [2, p. 41].

Already at the end of the twentieth century during observing the functioning of democratic institutions in different countries of the world, experts began to note the intensification and scale of media involvement in political processes. In particular, L. Bennett noted that television and other means involved in political communication were observed in the commission of political crimes and in violation of the rules of political play [3, p. 744]. The main fears of numerous critics were the over-power of the media, their departure from their traditional functions, which was manifested primarily in their “irresponsible nature”: while political parties were responsible to the electorate for their actions. Such a distortion poses a serious risk to democracy because it violates the classic rule of power balance in democratic rules. Thus, the media, as the “fourth branch of power” becomes not only influential but also uncontrolled power. According to the supporters of this view, the media violate the normal course of the political process and turn politics into an image of a “market” game that manipulates citizens, indirectly violates their rights, and devalues the words and affairs of politicians [4, p. 5].

Experts believe that forms of media involvement in political processes imported from the United States (various political shows, “images battles”, and the mediation of opinion polls, numerous rating measures, political marketing, and journalists’ inaccuracy) destroy or replace the classic debate over ideas, ideas problems and needs of the population. In the new conditions of media globalization, voters positioned themselves not as active citizens, but as passive consumers of the “mediated” political process.

New media types that invade the sphere of political communication are also criticized [5]. By creating the illusion of a direct and instant “e-democracy”, new types of media create a new range of risks that undermine the foundations of traditional democratic institutions. Doing so does irreparable damage to the system and mechanisms of interaction between voters and politicians. In addition, the activities of new media can lead to fragmentation of the electoral field, erosion of traditional social and political ties, and the loss of the role of structures linking the population and the government with political parties. Thanks to new information technologies

and resources, it is easier for politicians to manipulate public opinion, to introduce populist ideas into the mass consciousness.

We are accustomed to perceiving the countries of democracy as having strong values and advocating a united front in the international arena. However, this is far from true. The most striking example is the US invasion of Iraq in 2003. It is known that in 2002-2003, virtually all governments in the leading countries of the world were forced to take a stand on the Iraq crisis. In doing so, four different approaches prevailed: active support for the war through the participation of military units; political support for war, a neutral position without a clearly defined position, or opposition to war.

Some countries initiated the war (USA, UK), others unequivocally (Italy, Spain), or tacitly (the Netherlands) supported the fighting, while some countries were indifferent (Switzerland) or strictly opposition (Germany, Belgium). Differences in government positions have influenced the media coverage of these events. At one time, the US government generally succeeded in securing the legitimacy of the first Gulf War, 1991, in the media. [6.]. Subsequently, R. Entman conceptualized this process by introducing the concept of “cascading activity” [7]. President Bush’s senior administration has been able to engage all major political elites in the process of supporting the release of Kuwait, which in turn has influenced media and public opinion. This demonstrated the effectiveness of the feedback mechanism.

The difference between the events of 2003 and 1991 was that many national governments of European countries were opposed to the war and tried to convey their position to national and world public opinion. In doing so, several interesting studies have turned to American public opinion [8; 9]. At the same time, comparative studies were rather not a lot. It is worth mentioning the classic work of R. Berenger “Global media go to war. Role of news and entertainment media during the 2003 Iraqi war”. According to the analysis of the author, in almost all countries in the stage of preparation for war the spread of thoughts in the media was insignificant. The exceptions were, perhaps, American television stations and French news, where positions for and against the war were widely represented.

Mostly media followed the official position. In doing so, it turned out that television news was more homogeneous than newspaper. When people cannot evaluate events directly, they are guided, first of all, as J. Zaller has convincingly shown, by news media [11]. However, in 2005, an interesting and comprehensive study was published in the United States regarding the media's position on the Iraq war [12]. The United States analyzed the New York Times (right, 214 articles), The Washington Post (left, 195), USA Today (popular, right, 43). In the UK, The Times, The Guardian, The Sun were taken into consideration Spain – El Mundo, El Pais, in Italy – Il Giornale, La Repubblica, La Stampa, in the Netherlands – NRC Handelsblad, De Volkskrant, De Telegraaf, in Belgium – De Standaard, De Morgen, Het Nieuwsblad, in Germany – Frankfurter Allgemeine, Frankfurter Rundschau,

Bild, in Switzerland – Neue Zürcher Zeitung, NZZ am Sonntag. Thus, these newspapers represented the full range of opinions, and, as the authors acknowledged, they sought to cover the most popular editions of various political issues. There was a widely used as Gallup data in 30 European countries, where the total surveyed more than 15 000 people.

The position of governments in all 8 countries has changed rapidly. The United States and Great Britain supported the war to the greatest extent, and fiercely resisted its beginning Belgium and Germany. In some countries, there has been a split among politicians, as in the ranks of opposition parties. All this influenced the content of the media. As experience has shown, when the elite is divided, the media become much more pluralistic in the political evaluation of events and less inclined to follow the official course.

Thus, Switzerland, Belgium and Germany opposed the war. Spain, Italy and the Netherlands supported America, but refused to participate directly in the fighting. Their leftist opposition was radically opposed to militaristic sentiment. In the US and UK, the opposition was divided into supporters and opponents of the war. Undoubtedly, London was faced with the most complex configuration of forces.

Summarizing the above, we can say that at the beginning of the discussion of the topic of war, only a few Western media took a clear position. Basically, there was a slight preference for anti-war articles. The biggest supporter of the war was the British press. The Sun tabloid had 38.9% of war articles, overall moderate support for the fighting was reported in The Times and The Guardian.

The most consistently opposed to the war were the Belgian media including the newspapers De Standaard, De Morgen, and Het Nieuwsblad. At first, the Spanish press was mostly anti-war (El Mundo and El Pais), and in Italy there was a split (Il Giornale published articles in support of the conflict, and La Stampa and La Repubblica opposed). The situation was similar in the Netherlands (De Telegraaf is mainly for, and De Volkskrant and NRC Handelsblad are against the war. In Germany and Switzerland, the press position was more balanced and all the editions basically maintained peace.

Today, we have even more reason to say that the use of the term “political agenda-setting” becomes even more relevant as media priorities can be transformed into political priorities. However, the main question that the experts were trying to answer is how much the attention of journalists to the topic of discussion leads to its actualization among politicians. However, until recently, there has been little theoretical reflection on the study of this issue. The focus of the agenda was kept on thematic priorities and it remained unclear how media influence relates to other types of influence on the political environment [13].

Several interesting facts have emerged: some journalists have a very significant influence on the content and news coverage, while other scholars have pointed out that news content is stronger in the US compared to Europe

[14]. At the same time, the analysis shows that mediation significantly affects the organization, at least, of European political parties and the media behavior of Members of Parliament [15]. Media coverage of certain events affects the priorities of public opinion and indirectly their election preferences. Since the work of M. McCombs and D. Shaw “The Agenda-Setting Function of Mass Media” (1972) [16], the popularity of this topic among scholars has grown steadily and has now become one of the most frequently cited concepts.

It is very difficult to formalize the agenda of politicians through the prism of questions about them, not about priority topics, but through their words and actions. Rather, it is not what they think, but what they do. However, media is only one of the potential factors for the final decision. Establishing a political agenda can be seen as an early stage of a broader political process. The latter can be conceptualized in the concepts of a sequence of different phases: problem identification, policy formulation, its adoption, implementation and evaluation.

I would like to note that media also influence politics by filtering and selecting topics that were not on the political agenda. As noted by P. Van Praag and K. Brants [17, p. 199], the power of journalists to formulate a political agenda is to compel politicians to respond to topics initially initiated by them. This is sometimes called setting a negative effect or limiting the agenda.

Today we are curious to see how media works in the four largest countries in Europe (Germany, the United Kingdom, France and Italy. Let's start with Germany. A majority of German adults (61%) consider the news media very important to society. Similarly, around two-thirds (64%) say they trust the news media. This includes one-in-five who trust the news media a lot. [18, p. 3]. If we talk about the level of trust in the media, depending on political orientations, then 47% of people with populist views say they trust the news media, compared with 78% of those without populist views. On the question of importance, 51% of those with populist views say the news media are very important for society in Germany, compared with 75% of those with non-populist views. Among the adults, the most popular is the public broadcaster ARD. The level of trust, despite political views, varies within 80%. Second place, with a big gap is one of the most famous magazines in Germany Der Spiegel (57%). The growing role of social networks should also be noted. Among German adults, 41% get news on social media, including around a quarter (26%) who get news on social media daily. Facebook is the most common social network used for news. In Germany, young people (those 18 to 29 years old) are more likely to get news on social media daily than those 50 and older (50% vs. 11%). [18, p. 10].

A slightly different picture is observed in France. Here, only 28% of adults consider news media very important to society - the lowest of the eight countries surveyed. About a third (35%) says they trust the news media,

including just 4% who trust the news media a lot. [19, p. 2]. There is no clear leader in the country in the media. TF1 and France 2 are the most popular TV channels, and the *Le Monde* daily-liberal newspaper is the most popular. Among the most trusted adults are the media such as France 2 (73%), TF1 (64%), BFM (55%), *Le Monde* (49%). They are significantly inferior to *Le Figaro* (35%), *Libération*, *L'Express* (33%) [19, p. 7]. In France, 45% of adults get news on social media, including 33% who get news on social media daily. Facebook is the most common social network used for news. As we can see, these figures are slightly higher than in Germany.

Among British adults, 43% consider the news media very important to society, but only around a third (32%) say they trust the news media. This includes just 5% who trust the news media a lot. It should be noted that in seven of the eight countries surveyed, the most trusted news outlet asked about is the public news organization in each country. In the UK, around eight-in-ten adults (79%) say they trust the public news organization BBC. Behind them are ITV (74%), Sky (55%), as well as *The Guardian* (50%), *The Times* (49%). [20, p. 7].

Britain has significantly higher usage and trust in social media than in Germany and France. A majority of adults in the UK (55%) get news on social media, including 38% who get news on social media daily [20, p. 9].

In Italy, the media situation is as follows. Only about a third of Italian adults (34%) consider the news media very important to society, and about three-in-ten (29%) say they trust the news media. This includes just 3% who trust the news media a lot. [21, p. 2]. They are the most trusted *Ria News* (65%), *La7* (61%), *Corriere* (57%). [21, p. 6]. A majority of adults in Italy (64%) get news on social media, including half who get news on social media daily. Facebook is the most common social network used for news. In Italy, young people (those 18 to 29 years old) are more likely to get news on social media daily than those 50 and older (74% vs. 41%) [21, p. 8].

We need to pay attention to the growing role and importance of social media, especially in the lives of young people. They are becoming the main source of information, including political news. In 2019, a large-scale study on these issues among Western European countries was conducted by a team of authors (N. Sumida, M. Walker and A. Mitchell). They found out that they receive daily news information from social networks by countries: Italy – 50%; Denmark – 46%; Sweden – 44%; Spain – 43%; UK – 38%; the Netherlands – 37%; France – 33%; Germany – 26% [22]. Facebook is recognized as a top social media site in the Western Europe. Facebook user percentages are: Denmark – 82%; Italy – 78%; France – 76%; Spain – 69%; the Netherlands – 67%; UK – 66%; Germany – 64%; Sweden – 63%.

There is a somewhat different situation in the countries of Central and Eastern Europe. According to the opinion polls published by the polling agency IBRIS, television still dominates the media market with 83% of Poles considering it their main source of information. Television is followed by

online publications with 59% of Poles using it. The third, garnering 48%, is radio and the fourth is the printed press, which is read by 35% of the population. 26% of Poles are drawing their news from Facebook and 21% use other social media such as Twitter, Instagram or Snapchat.

However, media usage preferences are very different amongst the younger voters, those at the age between 18-29. In this group, online publications represent the main source of information, dominating with 69% surveyed. This is followed by Facebook with 58% and 32% for television. Only 16% of young voters read printed press [23].

The situation in Slovakia is somewhat similar to Ukraine. Most of Slovakia's major media outlets are in the hands of oligarchs or politicians. But a few holdouts are keeping the flame of journalistic independence alive. More than two thirds of Slovaks say they do not trust mainstream media, according to a 2019 survey by Globsec Policy Institute. However, yet even more (73%) view the media as a significant watchdog [24]. Therefore, the social media segment is growing rapidly. Social media platforms have already become part of Slovaks' daily life. While half of them were social media users in 2014, 60% were active on social media four years later. Slovak pensioners are discovering social media as well. Only 6% used social media in 2014, but the number rose to 12% in 2018. Among young Slovaks, ages 16 to 24, of whom 93% used social media [25].

There is a very difficult situation with free speech in Hungary. According to the report "Conclusions of the joint international press freedom mission to Hungary" (3 December 2019), that was prepared International Press Institute, European Federation of Journalists, Reporters Without Borders and other organizations, since 2010, the Hungarian government has systematically dismantled media independence, freedom and pluralism, distorted the media market and divided the journalistic community in the country, achieving a degree of media control unprecedented in an EU member state. Following the closures of influential dailies *Népszabadság* and *Magyar Nemzet*, Hungary has just one remaining independent political daily, *Népszava*, with a circulation of only 20,000. By contrast, the government-controlled network of regional daily newspapers alone has a combined circulation of over 200,000. [26]. As a reaction to this already in 2017 Hungary had the highest number of social media users in Europe, including 97% of people aged between 16-24.

Over half (53%) of Romanians in the urban area access online social networking channels as soon as they wake up, according to a survey by iSense Solutions. Facebook remains the most popular social network among Romanians: 94% of city people have an account on this social network. Other highly popular networks are YouTube (with 63% of Romanians have an account) and Instagram (55%). In the 18-25 year age bracket, Instagram gained popularity, rising from 7% in 2016 to 42% at the start of 2019 [27].

In Ukraine, the attitude of citizens to the media has certain peculiarities. If from 2015 to 2018, trust in television and radio remained at the same level (61% and 39% respectively), then the confidence in Internet news increased significantly (from 47 to 57%). TV remains the number one source of news for Ukrainians. The online media audience has grown significantly, the use of both news sites and social networks has increased. Little growth of social media users (from 51% in 2015 to 53% in 2018) is very unusual compared to other European countries. However, the sharp decline in information (2-3 times) that Ukrainians previously received from various Russian media [28] is positive.

Another topic that should be addressed is the unusual trends in the assessment of media by citizens observed in countries around the world. First of all, it should be noted the United States, where the election of President D. Trump has sharply affected the credibility of the media. During the 2016 presidential election in the United States, Donald Trump has become the most contentious presidential candidate. Most importantly, as a Republican Presidential Nominee, Donald Trump accused that the mainstream news media are biased against him. After that, Donald Trump keeps conveying the message to the public that the most news media is having media bias and the media system is even “rigged” by his opponent, the Democratic presidential Nominee, Hillary Clinton [29].

According to a recent study (February 2020) information environment characterized by deep tensions between President Donald Trump and national news organizations; Americans are divided in their trust of the news media. Republicans consistently express far greater skepticism of the news media and their motives than Democrats, according to this analysis that focuses on trust in the news media during 2018 and 2019. Among Republicans 31% think, that journalists lack ethic compare with 5% of Democrats [30]. Thousands of articles have appeared under the cadence of the incumbent US president, analyzing his relationship with journalists and addressing the media. For example, the article “Trump’s war with the media is about to get even worse” (4 February 2020) depicts some events. In 2018, the White House famously revoked the press pass of Jim Acosta, CNN correspondent, for the journalistic sin of being too confrontational; Acosta’s credentials were not reinstated until a court ruled in the network’s favor. That same year, pool reporter Kaitlan Collins was banned from attending a White House event. And last fall, one of the president’s lawyers, Charles Harder, of Gawker-killing fame, pulled one of the administration’s most brazen stunts yet, threatening a “false advertising” lawsuit over CNN’s “Most Trusted Name in News” slogan. With the 2020 presidential primary officially kicking off this week, the president is ramping up his offensive against the so-called fake news, once again marking CNN as the outlet non grata [31].

The fascination of the US president with the social network Twitter also looks unusual. In particular, January 22, 2020 President Donald Trump

posted more than 140 times on Twitter on Wednesday, surpassing his mid-December record for the most daily tweets and retweets during his presidency. It is interesting to look at the topics of his posts on the social network. So during the 1113 days of the presidency (until February 5, 2020 inclusive) the following questions were raised: 665 tweets about Fake News; 999 tweets Russia and Collusion; 749 tweets about Fox News or Sean Hannity; 177 tweets about CNN; 132 tweets about NBC; 159 tweets about the New York Times; 358 tweets about Clinton; 320 tweets about Obama.

We are witnessing how gradually political leaders of states are increasingly directly using social media to promote their ideas and comment on important events. In particular, President of Ukraine V. Zelensky has over 1.1 million users on Facebook today. Social media have become a major communication tool for political parties during election campaigns. For the 2017 French presidential election, a team of researchers from the Institut des Systèmes Complexes (CNRS) and the Centre for Social Analysis and Mathematics (CNRS / EHESS) led by David Chavalarias developed the Politoscope, a tool permitting real-time analysis of the activity of political communities and circulation of information within the Twitter network.

The researchers first demonstrated that it was possible to identify the political communities with extreme precision and study their development in real time. For example, they monitored the distance taken by a part of the pro-Sarkozy camp with respect to the Fillon community a few days before the Penelopegate scandal [32].

Summarizing the above, we have to state that the role of social media in politics, society, medicine, education, and other spheres of human life is changing dramatically. We begin to live in a different reality. Audiences started to be perceived not only as active in the interpretation of journalistic texts and messages but also as active in the sense of production, dissemination of content and public debate in online environments. The emergence of the internet impacts on Habermas' traditional concept of the public sphere. There has been a significant shift in the way in which citizens access information. Citizens in social networks have now become "secondary gatekeepers", who re-disseminate information and set up a social filter that competes with no longer hegemonic professional filter of journalists and the media. However, the possibility of being able to reach the audience without the mediation of the media erodes one of the essential functions of the press in a democracy: that of the "watchdog" [33].

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State migration policy of Ukraine in the context of European integration and globalization challenges

Having chosen the course for Euro-Atlantic integration, Ukraine has undertaken international commitments in order to implement an effective and preventive policy on combating illegal migration, to take measures to strengthen control over the stay of foreigners on the territory of the country, and to introduce effective administrative coercion against violators of migration law. Currently, one of the challenges for many states and for Ukraine in particular is illegal migration, which has an impact on the security of the state and its international relations. Due to its geopolitical location, Ukraine has become not only a transit zone on the way of migration flows towards the countries of Western Europe but is gradually becoming a country of long-term stay of illegal migrants. Experts estimate that 257 000 migrants are currently permanently residing in Ukraine. These are people who are abusers of the law in one way or another: either a delayed visa case, or simply illegal stay in Ukraine, or a 90-day delay, or any kind of rules violation. At the same time, if the identity of illegal migrants to the nationality of a country cannot be identified, they are placed in special detention centres for foreigners. Among the countries from which most of the offenders-migrants flee there are the former Soviet Union republics - Moldova, Russia, Georgia, Azerbaijan - and the more remote states with low living standards, such as Vietnam, Afghanistan, Bangladesh.

According to statistics, approximately 70% of illegal migrants are men between the ages of 20 and 40. Some of them have low educational attainment, low professional qualifications related to the use of hard manual labour, but most are usually unemployed. Of particular concern is the fact that groups of illegal migrants come to Ukraine from countries where various terrorist organizations are active. This leads not only to the worsening of the criminal situation, but also to direct political, social complications and causes economic damage to our country, which indicates a great degree of social danger.

It is essential that the terms "illegal migration" and "illegitimate migration" in the scientific literature are usually used synonymously. However, there is a difference between them regarding the sphere of use: the term "illegitimate migration" is most often used in official documents, while the notion of "illegal migration" is more characteristic of scientific research and journalistic texts [1, p. 126].

In the official terminology of the United Nations, instead of the term "illegal migration", the term "irregular migration" is predominantly used; instead of the term "illegal migrant" there is an "irregular migrant" or a "foreigner without proper documents" (undocumented migrant or alien) [2]. This approach reflects the humanistic perception of the illegal migration phenomenon in the modern world, in view of the need to respect human rights and the prohibition of discrimination; it is based on the personal freedom and inviolability principle, freedom of movement, freedom of residence choice, etc.

However, unlike international law, in the national laws of the EU Member States, in most cases, the priority is given to the security and economic interests of the state, which is in direct conflict with the human right to freedom of movement and choice of residence, with some degree of discrimination. For example, the vast majority of EU legal instruments, in particular in the Common Policy on Combating Illegal Immigration, use the term "illegal immigration" and is defined as illegal entry and stay of persons in the Member States. According to this legal act, illegal migration takes place when the border of one of the EU Member States is crossed by a foreign person with false (fake) documents, or in the absence of official permission to stay in the country; in case of delay invalidity of the residence permit after the authorized entry; in the case of a person working or engaged in business activities, if it is forbidden by an entry visa or residence permit [2].

Taking into consideration the socio-economic situation, at the present time, the migration attractiveness of Ukraine is relatively low compared to other countries that host migrants. Due to a number of factors, so far, Ukraine has not become a transit country for migrants who travel to the EU. As a result, the number of migrants arriving in Ukraine has decreased in the Donbas area and because of Crimea annexation. The security reasons and the instability of the economic situation through military actions have prevented the migrant flow to Ukraine.

However, the exacerbation of the socio-political situation in several countries in the Middle East, Asia and North Africa and the escalation of conflicts have led to a significant increase in illegal migrants moving to the EU.

People who have previously attempted to enter through the territory of Russia via unregulated way, and then through Ukraine get into the EU, today, at least, have very serious obstacles on their way: both because of the conflict in the East and military actions, and because of the fact that the western border of Ukraine in recent years has significantly strengthened. At the same time, the general migration crisis in the European Union countries, the targeted actions of the European Union member states, regarding the migration flows settlement and taking measures to establish restrictions on entry into its territory, including through the border crossing, gives grounds

to assert that in the near future Ukraine may face the need to react quickly and flexibly to the growth of the migratory flow intensity.

The increase in the number of illegal migrants recorded on the territory of the state involved in criminal offenses and organized criminal groups poses a threat to the national security of the state. In the context of the Law of Ukraine "On National Security of Ukraine", the factor that complicates the realization of national interests is the determination of illegal migration, which threatens the national security of Ukraine, and legal migration, which is used by foreigners through incomplete migration legislation and influences the security of the state. In order to ensure national security, mitigate threats in the areas of migration and citizenship, the Decree of the President of Ukraine of March 17, 2018 No. 72/2018 introduced the Ukraine's National Security and Defence Council Decision of March 1, 2018 "On urgent measures to neutralize threats to national security in the field of migration policies that provide for the introduction of a mechanism for prior verification of entry into Ukraine for foreigners, especially citizens of the Russian Federation and stateless persons originating from countries of migration risk; strengthening of responsibility for violation of the order of employment and assistance in providing other services, as well as strengthening the control over the stay of foreigners and stateless persons in the territory of Ukraine.

According to Article 1 of the Law of Ukraine "On National Security of Ukraine" state security is defined as the protection of state sovereignty, territorial integrity and democratic constitutional order and other vital national interests from real and potential threats of non-military character; threats to the national security of Ukraine - phenomena, tendencies and factors that contradict the national interests and national values of Ukraine; national security of Ukraine - protection of state sovereignty, territorial integrity, democratic constitutional order and other national interests of Ukraine against real and potential threats; national interests of Ukraine are vital interests of the person, society and the state and safe living conditions and well-being of its citizens [3].

It ought to be noted that a large group of foreigners illegally staying in Ukraine destabilizes the socio-economic situation. According to expert estimates, each illegal alien costs the country about 600-800 USD per annum, even if the person lives in cities without receiving any social assistance from the state, because he/she consumes a national product, uses social benefits created by labour and at the expense of taxes paid by the local population, with virtually no reimbursement.

It has to be considered that for the first time in the national scientific thought the study of the mechanism of counteraction to illegal migration from the point of view of administrative law was proposed by O. Kuzmenko, who determined the administrative-legal mechanism of counteraction to illegal migration contains the following elements: a system of legal acts; organizational and structural mechanism formation (that is, actors who carry

out counteraction); organizational and legal methods (i.e., types of activities of counteraction actors). V. Kolpakov pays attention to the mechanism of ensuring the legal regime as an integral part of the rule of law adherence, which includes: organizational and structural formations and organizational and legal methods [4].

The Resolution of the Cabinet of Ministers of Ukraine dated July 12th, 2017, # 482-p approved the Strategy of the State Migration Policy of Ukraine for the period up to 2025, where one of the goals is to strengthen control over the migration legislation observance within the country. It is also determined that the intensity and types of interventions ought to be proportionate to the risks of illegal migration and the possible threats that lead to such violations.

It is generally known that any phenomenon or process is not applied without an active mechanism for its implementation. The interaction of SMS with state authorities is also a mechanism. Moreover, it is a dynamic phenomenon, which depends on the way it functions, i.e. the mechanism of implementation.

In scientific literature, the term "management mechanism" is widely used, but its content and structure are interpreted differently by various scholars and practitioners. The most widespread definition is given by B. Bakumenko and V. Knyazev: the mechanisms of state administration are "practical measures, means, and levers, incentives through which public authorities influence society, production, and any social system in order to achieve set goals". The integrated mechanism of public administration is defined as "a system of political, economic, social, organizational and legal means of the purposeful influence of public administration". The scheme of the real mechanism of government includes goals, decisions, influences, actions, results [5].

In the authors' opinion, the mechanism of interaction of SMS with state authorities and local self-government is a single integrated regulator aimed at preventing illegal migration, transnational crime by coordinating activities and establishing clear interaction between the State Migration Service and public authorities. Since any mechanism is a system with a high degree of organization, and each system has its own structure, it is possible to outline the mechanism structure of SMS interaction with state authorities in the field of counteracting illegal (illegitimate) migration.

This mechanism includes the organization of interaction and the process of this interaction itself. Y. Galaniuk identifies two components in the structure of this mechanism, i.e. organizational and activity. In order to designate them, it is most expedient to use the "organization of interaction" and "implementation of interaction" categories [10]. The definition of "organization", in the context of the being investigated issue, can be used in two ways: 1) as one of the most important elements of the SMS interaction mechanism in the counteraction to illegal migration sphere, which is embodied in the influence on the process of this interaction in order to

structure it; 2) as the desired finite result of such influence, in the form of a qualitatively new level of coherence in activity.

Authorities of state control over compliance with legislation in the areas of migration (immigration and emigration), counteracting illegal (irregular) migration, including bringing violators to administrative responsibility for violation of the rules of stay on the territory of Ukraine, violation of the order of employment and assistance in providing other services to the State Migration Service of Ukraine (SMS).

The need to create a single migration authority in Ukraine was first discussed in Europe. For example, the EU-Ukraine Action Plan "European Neighbourhood Policy" envisaged the creation of a single state authority on migration policy [7].

The State Migration Service of Ukraine is one of the youngest authorities to take over the functions of the Ministry of Internal Affairs for Citizenship, Migration and Registration of Persons and has been eliminated in the process of reforming the functions of the State Committee on Nationalities and Religions for the Protection of Refugees. In 2011, Presidential Decree No. 405/2011 approved the Regulation on the State Migration Service of Ukraine, which defined the main tasks, functions and powers of the SMS.

In 2012, in order to ensure the implementation of the tasks set by the SMS on the embodiment of state policy in the area of combating illegal migration, the Ministry of Internal Affairs established the Office of Migration Control Police with a total limit of 1500 units, which was liquidated at the end of the same year.

Following the elimination of migration control units, the Government has not resolved the issue of legislative and organizational issues in combating illegal migration. The SMS of Ukraine, lacking adequate means and forces, was not actually able to fully ensure the function of controlling the stay of foreigners in the territory of Ukraine and taking relatively effective administrative measures.

In 2014, a new Regulation on the SMS was approved, according to which the SMS is the central executive body, the activity of which is directed and coordinated by the Cabinet of Ministers of Ukraine advocated through the Minister of the Interior. In accordance with the assigned tasks, the SMS provides measures to prevent and counter illegal (irregular) migration, other violations of migration legislation and perform law enforcement functions within the authority. Moreover, in order to ensure the fulfilment of its tasks, the SMS was granted the right to initiate joint inspections with law enforcement and other central executive authorities within the powers provided for by law.

As of the end of 2019, the task of preventing and combating illegal (irregular) migration is entrusted to the Office for Foreigners and Stateless Persons of the SMS, departments and sectors of the organization for the

prevention of illegal migration, readmission and elimination of SMS in the oblasts which comprises a total of 30 structural units with a staffing of 216 units.

A major positive result in the implementation of measures to prevent and counteract illegal (irregular) migration was the conduct of preventive measures in the territory of the state under the conditional name "Migrant" with the involvement of the National Police, State Border Service and Security Service of Ukraine and other authorities. As a result, in 2016, the following was revealed: 1 544 illegal migrants (in 2017 - 5 515; in 2018 - 5 554), compared to 1 381 persons made a decision on forced return outside Ukraine (in 2017 - 5 073; in 2018 - 5 114), 60 persons (in 2017 - 211; in 2018 - 420) were forcibly expelled from Ukraine, 54 (in 2017 - 152; in 2018 - 347) foreigners were accommodated in the places of temporary residence of foreigners and stateless persons, 200 (in 2017 - 1 089; in 2018 - 1 358) foreigners are prohibited from entering Ukraine [8].

The extent to state control over the observance of the legislation on labour and use of work of foreigners and stateless persons is vested in the State Labour Service of Ukraine, which is the central body of executive power, the activity of which is directed and coordinated by the Cabinet of Ministers of Ukraine through the Minister of Social Policy.

The State Employment Service (hereinafter referred to as "the Service"), which is a centralized system of state institutions, whose activity is directed and coordinated by the Ministry of Social Policy of Ukraine, is authorized to issue permits for the use of work of foreigners and stateless persons and to continue its validity.

According to the Risk Analysis Methodology to Combat Illegal Migration, only the exchange of statistical and analytical information between the Subjects, in particular, the State Migration Service of Ukraine and the Ministry of Social Policy of Ukraine regarding the number of issued, extended and revoked permits for the use of foreigners and stateless persons is presupposed. Granting a visa-free regime to Ukraine requires from the bodies of the State Migration Service and the Ministry of Social Policy not only the exchange of information but also the improvement of the mechanism of interaction and cooperation regarding foreigners and stateless persons who can thus legalize their temporary stay in Ukraine.

According to the United Nations Migration Agency, as of August 2018, 9 836 000 foreigners and stateless persons are being registered for employment in Ukraine. Most foreigners and stateless persons who resided in Ukraine for employment purposes as of August 2018 were citizens of Turkey (1 688), Russia (1 209), Belarus (599), China (543), Azerbaijan (490), USA (439) and Israel (342). At the same time, most of these persons are registered in the city of Kyiv - 51%, in Kyiv oblast - 14%, in Lviv oblast - 6.3% and in Odesa oblast - 6.3%.

According to the Migration Monitoring and Changes in Immigration and Border Management, as of August 2018, 4 544 temporary residence permits in Ukraine were issued for employment by territorial bodies of the State Migration Service and 1 665 (temporary) were renewed [2, p.14].

According to Article 42-2 of the Law of Ukraine "On Employment of the Population" of 05 July 2012, to obtain a permit for the use of work of foreigners and stateless persons and to continue its validity it is necessary to submit: an application, a copy of the passport document, photos, a copy of the draft employment contract with a foreigner or a stateless person. It should be noted that, as of November 2017, pursuant to the Decree of the Cabinet of Ministers of Ukraine No. 858 of November 15, 2017, in order to receive a work permit for foreigners and stateless persons, which grants the right to obtain a temporary residence permit in Ukraine, checks on the foreign nationals being brought to administrative or criminal responsibility in Ukraine, the opening of criminal proceedings against them, the presence or absence of criminal convictions in the country of origin, and the carrying out of medical examination for the presence of such disease as chronic alcoholism, substance abuse, drug abuse or other infectious diseases specified by the Ministry of Health will not be included in application. The citizens of the Russian Federation, the aggressor country that is a migrant risk country, have a visa-free regime with Ukraine. Russian citizens are not obliged to obtain a temporary residence permit in Ukraine for employment purposes. In addition, the legislation of Ukraine does not have a normative document that would provide a mechanism for interaction of the State Migration Service bodies with the bodies of the State Employment Centre, to establish the fact of using the work of a foreigner or a stateless person under conditions other than those specified by the permit or by another employer.

One such administrative coercion that applies to foreigners and stateless persons is "forced expulsion". In the legislation of Ukraine, "forced expulsion" is considered as a procedure of physical expulsion from the country by a court decision issued on the claim of the relevant executive authorities. The term "forced expulsion" means a system of administrative and legal measures aimed at forcing foreigners who are illegally staying in Ukraine to leave the territory of Ukraine contrary to their will and desire.

Article 30 of the Law of Ukraine "On the Legal Status of Aliens and Stateless Persons" of September 22, 2011, No. 3773-VI determined that forcible removal of a foreigner or stateless person is possible only on the basis of a decision of an administrative court issued by an administrative lawsuit of the SMS, protection of the state border and the Security Service of Ukraine in the following reasons: if the foreigner or stateless person failed to execute the decision on compulsory return in due time without valid reasons; if there are reasonable grounds for believing that a foreigner or stateless person will evade the execution of such a decision, except in cases of detention of a foreigner or stateless person for illegally crossing the state border of Ukraine

outside the border crossing points of Ukraine and transferring them to the border authorities of a neighbouring state.

It is an instructive experience to apply measures of administrative coercion in the neighbouring Republic of Poland, where according to Article 302 and Article 319 the foreigner is not allowed to enter the EU. In particular, a foreigner is prohibited from entering the country from six months to three years if the period of stay in the country is exceeded; sentenced to imprisonment in Poland and there are grounds for carrying out proceedings for his/her transfer abroad for the purpose of punishment - entry from one year to three years is forbidden; the person cannot stay in Poland for reasons of defence or security of the state or for the protection of security and public order - entry into the country for a period of five years is prohibited. In addition, the main way of return from the territory of the Republic of Poland is a "forced obligation" which is exercised independently and at own expense [9]. Therefore, illegal migration remains a threat to national security and public order and is recognized by scientists and practitioners as a complex public policy area, consisting of a number of interconnected components that are the responsibility of various public authorities.

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Information and political security of Ukraine in modern geopolitical realities

Crisis processes that occur today in the world and in Ukraine permeate various levels of political, social and economic life. Most of all, the crisis hit the humanitarian and political system. Since the mid-twentieth century, as a result of deep geopolitical transformation processes and rapid development of science and technology, information and computer technologies have radically changed the humanitarian and political conditions of the modern systems existence, their means of activity and ways of security. Modern communication processes, due to their priority in all activities, have led to dramatic changes in the value-communicative orientations of modern civilization: "Information, knowledge in post-industrial society, forms and rates of their creation and transmission are the main factors for the promotion of new products, bringing the country into the orbit of innovative development not only in economic, technological, but also in social, ethnocultural, spiritual and other socio-humanistic spheres » [7, c. 558]. It is clear that typical strategic feature of the modern globalized era is the accelerated pace of generating new forms of humanitarian and political security and acquiring information of a comprehensive value character. Despite the relevance of this problem, it has not been thoroughly investigated. Certain aspects were considered in the works of G. Lasswell, T. Adorno, P. Lazarsfeld, G. Merton, K. Deutsch, N. Luhmann, Toffler E., Kovalevsky V., Pocheptsov G., and others.

Often, crisis phenomena are based on relevant socio-economic processes. The further development of the crisis and its systemic nature allows it to have a significant impact on all other areas, in particular, in modern processes of loss of values. Therefore, the purpose of the study is to analyze the crisis of geopolitical phenomena in the modern humanitarian and political sphere and their dependence on the development of communication and information technologies.

As it first started in the financial and economic sphere, crisis phenomena and processes quickly emerged in the political, social, spiritual, cultural spheres and in Ukraine on the edge of 2013 - 2014, in especially critical form, in the humanitarian and political spheres. Therefore, it can be safely said that the systemic crisis in which our country existed. Thus, a special role, often heterogeneous, in these processes is the information and communication sphere. This was made possible by the informational revolution - the growing volume of information load, the integrity of information transmission channels and the complexity of political and administrative processes. [5, c. 146].

Political communication has existed earlier but in the information age it has acquired new content related to the development of technologies for controlling and manipulating informational influence through the media, through direct contacts, as well as the media and communication. The latter form the basis for the formation of modern media societies that can enhance or offset democratic values and procedures. In particular, K. Deutsch defined communication as the foundation of nation and state, deriving their dependence on the density of communication [6, c. 115].

The connection between political communication and mass communication is manifested through the fact that mass media and communication are the means and channels of realisation of the humanitarian and political foundations of society. Revealing the essence and dynamics of the communicative and informational processes in the context of humanitarian and political security, it is necessary to distinguish between two interdependent components. One side of the world transformation phenomena is the universal component, which is the only geopolitical process that is caused by humanitarian-political and communicative-technological transformations in modern civilisation. The second component is determined by the specific spiritual and cultural basis of the national methodology of life of a certain people and forms its own paradigm of the national-semantic field and humanitarian-political culture. The interaction of these parties is related to the adaptation of social and communicative structures of civilization to the spiritual and cultural specificity of the existence of a particular ethnic or specific community. And the basis for their combination is the process of dynamic development of information and communication technologies. Modern crisis phenomena have formulated the need in the labour market for specialists in crisis management. In return, an employee of the communications sphere can be considered as anti-crisis person, but provided that his activity is intended to solve special information tasks related to the crisis, its coverage or dissemination of information on overcoming their consequences. Moreover, the communicative space has undergone large-scale virtual transformations, which in turn contribute to the skills and ability of person to construct imaginary models of the world, including humanitarian-political model of human progress. However, the significant increase in the number of people who want to work in the communications sphere in times of crisis shows the existence of a simplified view of working in them, which widens the field for manipulation of the mass civic consciousness. However, in times of crisis, mood management becomes an important contextual issue - to avoid panic and uncontrollable chaos in the face of material information about significant risks

Owing to the almost instantaneous processing of information on electronic computers, the so-called "subliminal time" or "simulation of reality" is an imaginary-interval that gives no chance to a person to capture his feelings and to somehow actualise or neutralise. However, a person is

given a virtual opportunity to remake the existential limitations of reality, as if to transcend the boundaries of time and death, to become all-knowing, to try to achieve the "eternal" security of his life. [9, c. 30]. Therefore, it is possible to draw an analogy between IT and virtual reality technologies, which implies the creation of modern models and areas of activity of sociopolitical institutions that can be arbitrarily manipulated. The virtual reality system in the digital age gives rise to an image of the future where such technologies may change consciousness and redirect human values, and with them the priority of the social life of the whole civilization.

Consequently, all processes of modern society's activity occur and are accompanied by information, which has become a central link in the system of data exchange between public actors. In addition to being real-life, information must be understandable, useful, timely, and valuable. The massive flow of information and its management, combined with the advancement of IT, are changing the understanding of competitiveness in the social and political spheres, which has already led to irreversible revolutionary changes in the geopolitical process. And the unexpected consequence of this process is that IT and communication technologies are at the same time the cause of the global crisis and a key mechanism of stabilization in the twenty-first century world. Thus, an attempt is made to move away from the standard approach to humanitarian and political security management issues.

Means of communication, expressing the model of reality, at the same time lead to the expansion of the boundaries of mass culture, and at the same time utilitarian values, promote the onset of authoritarian, distorted values on humanistic-liberal values and needs, both individually and nationwide, even, civilization.

The geopolitical realities of modernity indicate that the process of forming a new model of the world order has not yet ended and continues to develop with a high degree of unpredictability. End of the era of the unidirectional world and entering the international arena of new global players, intensifying competition among them in the spheres of influence, further widening the gap between poor and rich countries, contradictions between countries with different civilizational worldviews, exacerbation of problems of limited world resources, revolutionary technology increasing their military and economic capacities, modern wars - all this proves that the armed struggle has not lost the role of a foreign policy instrument. The emergence of new military challenges and threats requires States to find adequate solutions in defense policy.

Thus, the global entry of civilization into the informational stage of its development in the social dimension is manifested in the improvement of the structure of nations and states. In this process, information parameters of development will play an increasing role. In this regard, the growing dynamics of improving the social communication system, the main tool for

involving citizens in modern information processes, are gaining increasing attention. The key role in defining the new social structure of civilization will be played by strategic communications that create a skeletal system of new and updated information and, accordingly, social systems of modern society.

The effectiveness of strategic communications in the context of increasing global information influences determines the overall stability of social structures national and national level, resilience to negative for the development of these structures of external information influences, contributes to the successful implementation of the state program of informatization, involvement of the socially active part of citizens to a wide participation in the public information processes of post-industrial society. Given these criteria, the whole system of criteria for the effectiveness of strategic communications in Ukraine becomes of additional importance. First of all, we should talk about the software for this system. The level of technical control over the system, the degree of technological compliance with the international parameters of information exchanges is increasingly determining the boundaries of the national information space [4, c. 29].

The quality of functioning of strategic information communications is directly related to their impact on the network of all other communications already available in the national informational space and those that are rapidly being created by the development of electronic information technologies. Not only special governmental and crisis communications, envisaged by the Doctrine of Information Security of Ukraine, but also the whole system of traditionally existing communications in the society and those created together with the improvement of the social structure of society in connection with the development of electronic information technologies, are meant. The process of connecting all this information communications system to strategic one should ensure that the most socially important information is delivered to all recipients of communications in peacetime. At a time when Ukraine is the target of external information aggression, strategic communications should also provide the necessary resource to meet the needs of the effective aggression of the information aggressor in defense and counter-propaganda information. Therefore, the quality of strategic communications depends to a large extent on informing users of the content of coordinated state policy, national spiritual values, the necessary amount of information for effective social development. Strategic communications are of great importance in connection with the implementation in Ukraine of reforms related to the delegation of part of the economic powers to the regions. The intensification of the informational impact of strategic communications to this process should help to counteract the negative effects of decentralization. Of course, this should be about providing quality content for their filling in, prepared by official information structures. However, when solving large-scale problems of general public importance, and especially in the conditions of informational war, even the preparation of high-quality

information from this system of sources can not effectively ensure the fulfillment of the function of informational support of public activity without the support of public structures.

Formation of domestic means of confrontation in the information war also involves large-scale changes in the institutional nature and rules of the game in the information sphere, which affected the creation of bodies of state power to defend pro-Ukrainian positions, by providing objective information about events in Ukraine, counteracting negative information influences Ukrainian citizens and discrediting the international image of the state. These in particular include: Integrated Information and Analytical Center "United Country", Informational and Analytical Center of the National Security and Defense Council of Ukraine, Ukrainian Crisis Media Center, and others. Top 10 organizations that are most effective in informational war with Russian Federation also include non-governmental organizations: Peacemaker Center, StopFake, Informnpalm, Informational Resistance, National Ukrainian Strategic Studies Studio, Free People NGO, Bastion International Information Consortium, Ukrainian Institute of the Future, and Center for Army, Conversion, and Disarmament Studies. Each organisation has different methods of counteraction: creation of information resources, mass events, conducting information campaigns, trainings, etc. [4, c. 31].

Informational wars, in general, are not a virtual but a real threat not only to Ukraine but also to global civilizational stability. Therefore, the global level of transformation of security space is the most important aspect of the geopolitical crisis in the world in the 21st century. Western and national experts consider two major dimensions of the military threat spectrum: military-political - related to changes in the geopolitical deployment of forces; purely military - related to the changing nature of military conflicts in the current world. Two levels are analyzed - global and regional. The military-political dimension shows that the potential for conflict in the world is not diminishing. Its growth is influenced by ethnic, religious, social, civilizational and ideological factors. Global challenges for humanity, such as the struggle for resources, climate change, the intensification of migration processes, and so on, are some of the challenges. The spread of terrorism at the transnational level plays a special role in the rise of danger in the world. Modern national security concepts define terrorism as a common threat - "global terrorism", since it can hit even the most powerful country from any part of the globe. The response to the new challenges and threats of the world is to strengthen their own security sector, membership in the system of collective security, close international cooperation. Analysis of the second dimension - the military - shows that the widespread use of innovative technologies has become the basis for the creation of a qualitatively new generation of weapons of war, changing the forms and methods of conducting military operations. Challenges to the military security of countries are determined by the compliance of national armed forces with the specificities of contemporary

military conflicts, including: the increasing role of strategic non-nuclear deterrence and remote combat; reduction of time parameters of preparation and carrying out of operations; the expansion of the space and scope of the armed struggle. Regional dimension of security in the European space In the military-political dimension, the overall state of European security and security of Ukraine is determined by the relations in the EU-USA-Russia triangle and the influence of such an international institution as NATO. In this format, the existing international institutions OSCE and the UN are gradually losing their influence. The Collective Security Treaty Organization (CSTO) is a more formal international institution and is not perceived by the European community as an instrument of pan-European security. Therefore, for the EU, NATO is the only tool to guarantee military security so far, especially in the context of Russia's aggressive international policy.

One of the mechanisms to resolve this issue is to restrict access to or distortion of information, distortions in the process of "informational war", which has become a "creepy" reality in today's geopolitical relations between Ukraine and Russia. And this is unacceptable in civilized democratic societies that strive for democratic values. Although the processes of globalization of information resources have changed the vectors of influence on this system:

- 1) Began to appear in the national information space of the state beyond the control of her information flows both domestic foreign origin. In particular, ordinary citizens can post information materials online to bypass traditional control methods.
- 2) Authorities of countries with more powerful information potential were able to expand their influence at the expense of the population of other countries. And it should be emphasized here that such expansion of the audience can be both arbitrary - at the expense of access to the satellite network of information transmission and purposeful, when the power of one state exerts a pre-designed, clearly directed information pressure on the population of another state, and this is already becoming real cynical "informational war" [10, c. 170].

The initial stage of the informational component of the hybrid war of the Russian Federation against Ukraine can be considered 2007-2008, when the Russian Federation actively fixed in the Ukrainian information space topics and messages intended to prepare the target audience for further armed aggression, to stimulate the transition to the side of active opposition . The active phase of the information war began in the fall of 2013 on the eve of the Vilnius Summit, where the EU-Ukraine Association Agreement was planned to be signed.

It should be noted that until recently, Ukraine was completely vulnerable to Russian media aggression:

- Russia had an absolute advantage in the information space of Ukraine and in the system of electronic and publication media and book publishing;

- the critical factor was the presence of the “fifth column” in the Ukrainian media system, in the authorities, public associations and political parties;
- in informational expansion of the Russian Federation actively used pro-Russian sentiments of a considerable part of the population of the eastern regions of Ukraine;
- favorable conditions for media aggression are the absence of language barriers, mental similarity of citizens of both countries, common historical past, a certain closeness of national cultures, a huge system of family contacts, etc. [2, c. 14].

That is why, in contrast to the Russian information aggression was extremely important the approval of the Doctrine of Information Security, the creation of the Ministry of Information Policy, the launching of the Multimedia Platform of Foreign Speech of Ukraine in 2015-2016, the introduction by the Ukrainian side of sanctions against Russian media, journalists, and activists, publishing houses, etc., suspension of the intergovernmental agreement with the Russian Federation on cooperation in the field of television and radio broadcasting by the Ukrainian government, prohibition during 2014-2016 by the National Council on Television and Radio broadcasting to broadcast of 78 Russian TV channels, refusal by the State Agency of Ukraine for cinemas to rent and broadcast over 500 Russian films and serials [2, c. 15].

It is clear that the media is the most powerful communication tool, and its essence depends on the political regime in a particular country. In today's Ukraine, the media is heterogeneous, incoherent, and uses different models of interaction with the political world. Ukraine's media sphere is generally independent of global trends, as it is closely linked to business projects in other fields, without being of any importance. And media financed by state or local budgets are capable of fulfilling the political objectives of the regional elites, as they depend entirely on them, falling into their sphere of influence after the next elections or appointments [7, c. 534].

The best model is when an information society, the formation of which coincided with the development of public institutions in our society, promotes the development of a person - a citizen who can use "simple and reliable tools to influence the government and protect their individual interests"[7, c. 933]. On the contrary, the Ukrainian mediocracy has become an auxiliary tool for the development of the domestic oligarchy, in the hands of which the media, as business projects, have effectively combined with the functions of information and political influence and the formation of civic opinion. This discrepancy in the exercise of the media by their direct functions and the censorship and corruption mechanisms in the processing and submission of information were one of the major reasons for the public protest of Ukrainians at the Euromaidan in 2013-2014.

Most of the problems in the development of the media sphere in Ukraine are currently caused by the information war in the media space. As a counter

to information aggression, the decisions of the authorities, first of all, have been and continue to be reduced to restricting access to dangerous or unwanted content. However, such actions cannot be a long-term strategy. Systematic work with the population is necessary in order to educate prepared consumer of information content. The most difficult, but quite effective method of counteracting informational war is to improve analytical skills of society, learning methods, critical analysis of communications, securing information from sabotage [3, c. 18].

According to experts, the use of counter-propaganda is not appropriate for Ukraine, since the reactive position is wrong: always be behind, catch up with someone, expose fakes instead of creating your own narrative and your own story. Ukrainian society is between two forms of pressure on the mass consciousness. On the one hand, many political forces exploit recurrences of totalitarian heritage. On the other - new technologies enable much more effective forms of ideological influences. Ideology (from gr. Idea - concept + logos - word) is inextricably linked to politics and plays an extremely important role in the political life of society. It was formed as an instrument of expression and protection of interests of different social groups and classes. The main purpose of ideology is to express in a generalized form the ideological and value foundations of the social system, to give appropriate guidelines for socio-political behavior and actions. One of the important tasks of the ideological struggle is to introduce into the minds of people the idea of the common interests of all classes and social groups of a given society. In this case, counteracting information conflicts will not require much effort to debunk fakes and propaganda clichés, especially since audiences who perceive these fake or distorted news messages and those who visit informational resources dedicated to refuting these messages do not intersect informational space.

It is possible to satisfy the requirements imposed by experts and citizens on the information counteraction of the state, taking into account the ideological component, through the use of strategic communications. In the broadest sense, strategic communication is the process of integrating audience and parties concerned (stakeholder) research and taking into account the results obtained when planning and implementing policies and taking individual actions. Strategic communications essentially mean the exchange (in communication) of ideas / ideas in support of national goals (strategic) [3, c. 19].

The term "strategic communications" was first coined by Vince Vitto, Chair of the Defense Intelligence Council's Managed Information Task Force, Pentagon, USA in 2001. It began to be used in Europe's military and political lexicon in 2006. Since then, strategic communication as a concept and related activity has become a component of NATO's doctrine, structures and operations. It is alleged that the US and NATO have deliberately chosen this rather vague concept because of its neutrality and capacitance, since concepts

such as "information influence" and "psychological operations" are excessively associated with manipulation, misinformation and exploitation[3, c. 20].

Based on the above mentioned, the Information Security Doctrine of Ukraine is of particular importance in understanding the content and nature of the legal and regulatory setting of informational security. Finally, the Information Security Doctrine of Ukraine itself provides an answer to addressing the problem of belonging to the legal systemic community, which is the right of information security, with respect to the national security system. However, such conclusion does not in any way remove the question of the internal links between information security law and informational law. O.G.Yarema and S.S.Esimov's remarks are correct that objective factors, in particular, the separation of the subject of legal regulation, are at the basis of the formation of structural formation in the system of law aimed at ensuring the legal protection of the interests of the subjects of the information sphere. - relations related to ensuring the protection of the most important interests of the individual, society and the state in the information sphere from internal and external threats, which are a variety of information relationships that arise in the process of activity on the Information security [1, c. 12].

Therefore, the purpose of legal regulation of information security is to create such legal conditions under which the security of data processing and storage systems, the confidentiality, accessibility and integrity of information become achievable, ensured. In other words, information security is the purpose of information security law, which significantly affects the definition of this legal community in the system of law. At the same time, national security is not represented without information security, and therefore, in a broader sense, the right to information security is an integral part of Ukraine's national security law. [1, c. 13]. Information security law has a complex structure that contains the institutions of information security law, information systems security and so on.

It is possible to isolate a certain system group of rules of law that regulate public relations in the management of information security of the state and reflect their affiliation to the right of information security. Expressed vision of the nature and content of information security law allows more systematically and consistently implement legal effect on social communication in the field of information security, which has a positive affect on the effectiveness of implementation of information policy, Information Security Doctrine of Ukraine.

To summarize, it should be noted that the political communication opportunities to overcome the crisis are wide enough, but their instrumental use is limited by the position of the authorities and media owners in the media space. Communication is information activity in a fuzzy information environment. So, reality is not one, but a lot of them - because most of the information a person receives from an information environment, which

changes reality. Quite often, "human society solves certain problems by changing the information environment, which in turn leads to changes in the real environment" [8, c. 160]. This can be the main basis of an anti-crisis information strategy, which would expand the field of choice of information for all interested persons - from the state, representatives of the business elite to the community. Therefore, the "new" government elected by the people of Ukraine is obliged to adjust political communication positions, which would be based on the spread of an optimal, consolidating ideology for all political, social, national and especially regional groups.

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PART III

JUSTICE, FREEDOM AND SECURITY

Association agreement: driving integrational changes

**Accent Graphics Communications & publishing
2020**

Decorruption of Ukraine: the role of anti-corruption programs implemented in the framework agreements on association between Ukraine and the EU

The fight against corruption has been one of the key priorities of the national reform agenda since 2014. The anti-corruption programs implemented prior to the Revolution of Dignity, implemented since the late 1990s, merely mimicked the fight against corruption. At that time, the counteraction to corruption, especially at the level of top officials, was primarily aimed at billing between competitors rather than eradicating the informal destructive practices. Over the last five years Ukraine has adopted an anti-corruption regulatory framework, created new anti-corruption bodies, created and operates anti-corruption non-governmental organizations, created anti-corruption journalism and more. The public inquiries made during the Revolution of Dignity (which we regard as the strongest manifestation of the anti-corruption protest in Ukraine) resulted in the adopted Law of Ukraine “On Prevention of Corruption” (2014), which would seem to launch a real aggressive anti-corruption campaign as demanded the situation in the country.

However, the declared willingness of the ruling elite to actively support such changes gradually declined after the revolutionary uplift. Determination and consistency (as in Singapore, for example) was not observed in the reform process. Even noticeable was the latent or open resistance of some Ukrainian high-ranking officials to anti-corruption reforms, most notably the creation of the Supreme Anti-Corruption Court of Ukraine. This goes to show once again that an effective anti-corruption policy requires not only proper administration and funding but, above all, political will. This will for the rapid and irreversible reforms of the Ukrainian authorities has been lacking for many years and many important international recommendations on the prevention and combating of corruption have not been implemented. Finally, the fact that the wave-like rise of the anti-corruption public movement has not become irreversible cannot be ignored. Researchers note that after the Revolution of Dignity, “in the face of the actual impunity of corrupt officials, a kind of recession of the civic consciousness soon began to be observed” [Kushnarov, 2017, p. 80]. At the same time, in our opinion, thanks to the international support a powerful anti-corruption segment of the civil society is operating in Ukraine today.

Unfortunately, in the world Ukraine retains the image of a highly corrupt state. By the latest (2018) measurements of Transparency International our country ranks 120th in the Corruption Perceptions Index. Such positions of Ukraine are quite outsider even among the post-Soviet countries: we are ahead of the Baltic states, Georgia and even Belarus, Armenia and Moldova. At the same time there is a certain upward trend: if we look at the Corruption Perceptions Index for 2014, our country ranks 142nd and was ranked as the most corrupt country in Europe. Despite the improvement of Ukraine's assessments over the last five years, our country's anti-corruption progress is extremely slow: the Ukrainian authorities have not yet established themselves as a decisive and consistent factor in the anti-corruption policy. Some important sound international recommendations have not yet been implemented. Real anti-corruption reforms require, first and foremost, the Ukrainian society, and our country's international partners, such as the EU, agree to support only if a number of harsh conditions are met.

The causes of the large-scale corruption in Ukraine are seen in a number of reasons, not least in the high level of tolerance of corruption of the population (it is, first of all, about domestic corruption). On the one hand, the level of the public condemnation of corruption among the Ukrainian citizens is growing, the population's tolerance for corruption is critically low, and the awareness of the long-term threats of corruption and the dangers of further tolerant corruption is forming. On the other hand, the worldview of the Ukrainians remains ambivalent about the coexistence of the two opposites: corruption is perceived as a negative phenomenon, but its existence is allowed as an alternative way of solving the problem (especially of a private nature, in matters of expected benefit). This is an example of ambivalence as a characteristic of the political and legal culture of the Ukrainians: on the one hand, the citizens see corruption as one of the biggest problems hindering the progress of the modern Ukraine and, on the other, resorting to corrupt practices motivated by the corruption pragmatism.

Given this, it is difficult to predict whether in the near future the Ukrainian community will reach the level of real practical intolerance for corruption. In the move to such an outcome, the role of an external factor (international institutions) can be the driving force behind the constructive change. An argument for this may be that it is thanks to the international partners that Ukraine has achieved certain anti-corruption results, for example:

- quality of the administrative services provided to the population has improved significantly. This is evidenced by the results of the opinion polls: the number of those who point to corruption cases in the course of receiving administrative services is decreasing;
- modern anti-corruption mechanisms have been implemented, such as the electronic revenue declaration system, the public procurement platform

ProZorro, and others. It should be noted that not only international cooperation but also the pressure of the civil society have contributed greatly.

Despite these and other achievements, the Ukrainian society and the international community are experiencing rather limited results from anti-corruption policies, especially in the judging high-level corruption cases, controlling assets, conflicting interests of the public servants, and managing corruption and other risks. In addition, the Ukrainian anti-corruption activists are increasingly facing pressure, especially in the regions.

From the first days after the Revolution of Dignity, the EU has actively supported the fight against corruption in Ukraine. The establishment and effective functioning of a truly independent National Anti-Corruption Bureau of Ukraine and the Specialized Anti-Corruption Prosecutor's Office were requirements for Ukraine to obtain a visa-free regime from the EU and for a previous macro-financial assistance program for Ukraine. These anti-corruption bodies were therefore created with the broad support of the EU and the donor countries. In particular, the EU lobbied for the creation of a High Anti-corruption Court and expressed its readiness to support the selection of the judges.

In 2014 the Association Agreement between Ukraine, on the one hand, and the European Union, the European Atomic Energy Community and their Member States, was signed as one of the fateful documents for Ukraine in terms of both preventing and combating corruption and the overall vector of our country's development, on the other hand (hereinafter referred to as the Association Agreement). This document launched a reform of Ukraine's legislative framework to harmonize the national regulatory framework with the EU acts. Upon its entry into force on 01.09.2017, the Association Agreement resulted in a number of positive results for Ukraine. However, the maximum effectiveness of the implementation of this document cannot be ascertained, since the insufficient institutional capacity of the ministries is an obstacle to meeting the objectives of the Association Agreement on time and in full.

The Association Agreement identified anti-corruption as one of the priorities for Ukraine. In particular, Art. 3 defines the fight against corruption as one of the main principles for strengthening the EU-Ukraine relations; Art. 14 stipulates that the cooperation between Ukraine and the EU in particular is aimed at combating corruption. Art. 22 pays close attention to the fight against crime and corruption in both the private and the public sectors. The cooperation between the parties to the Association Agreement concerns: the sharing of investigative techniques; exchange of information; training and staff exchange; issues related to the protection of witnesses and victims. Chapter 8, "Public Procurement" (Art. 151), focuses on concluding government contracts by Ukraine through transparent and impartial procedures for determining a contractor that will prevent corruption. Art. 459 obliges the parties to take effective measures to prevent and combat

corruption, in particular through mutual administrative assistance and mutual legal support.

The Association Agreement states that the rule of law and the fight against corruption are one of the main principles for strengthening the relations between the parties. That is, the success of anti-corruption policy is an important component of our country's European integration perspective. Therefore, our main task is to find out the peculiarities of the implementation of the Association Agreement in the field of prevention and combating corruption in Ukraine, to ascertain what results and methods in the issues of prevention and combating corruption have already been achieved.

Each year the European Commission prepares a report on each of the countries with which the EU visa-free regime is in force on the fulfillment of the "visa-free" criteria. In the last such report on Ukraine most of the requirements concerned the fight against corruption, one of which was the urgency of restoring the independence of the Specialized Anti-Corruption Prosecutor's Office [Report, 2018]. In case of non-compliance with this and other important requirements, the visa-free regime of Ukraine with the EU may be suspended or revoked. The EU also expressed serious concern in 2017-2019 that a legislative initiative on the electronic declaration of anti-corruption activists had not been withdrawn; it was only by a decision of the Constitutional Court of Ukraine that such a declaration was recently declared (06.06.2019) illegal.

For a long time the EU's concern was the lack of a functional system for the automated verification of the electronic declarations. The automatic e-declaration verification is currently running: on 25.09.2018 the National Anti-Corruption Agency adopted a module for the automatic verification of electronic declarations, which allows to compare the information in the filed declarations with the information from the open registers and to make all declarations on the corruption risk index. This is a very important step forward for Ukraine, given the large number (about 2.7 million) of declarations in the registry.

In general, any steps back from the reforms that have been launched, including anti-corruption ones, can cause visa liberalization to be lifted for Ukraine. It is obvious that the EU expects from the Ukrainian side real results of the fight against corruption, in particular sentences for top corrupt officials. Against this background, the high-level EU officials have high expectations of the High Anti-corruption Court of Ukraine. But now the experience of combating corruption in Ukraine in recent years shows that Ukraine has gone beyond limiting the scope for practicing corruption schemes rather than punishing the corrupt officials. At the same time, the EU is in the position that an effective fight against corruption in Ukraine is possible only with the coordinated interaction of all the authorized structures in order to achieve a common result.

The EU views corruption in Ukraine as a consequence of inefficient public administration. It has been repeatedly suggested at the level of European integration institutions that the new anti-corruption bodies will not be immune from political pressure on them. Therefore, it was feared that given the imbalanced results of the fight against corruption, Ukraine would be among the most openly corrupt countries in the world.

At present, the attention of the European integration institutions is drawn to the problem of physical attacks on the anti-corruption activists expressed in Ukraine, which have increased in recent years, as well as the inadequate investigation of the attacks on their lives, health, property, honor and dignity, etc. This problem is obvious, as in recent years there have been many cases of unlawful acts and omissions against the anti-corruption activists and their families. Among the most resonant of them are: an attempt on the life of activist K. Gandzyuk, that caused her subsequent death; assault on the anti-corruption activist V. Ustimenko; grievous bodily harm to the head of the NGO “Pure Wave” O. Filipas; assault on the head of the Kharkiv anti-corruption center D. Bulakh; the murder of the anti-corruption activist M. Berchuk; attempted murder of the editor-in-chief of the online publication “The Public Inquiry” H. Kozma and journalist-accuser M. Kuzakon; the opening of administrative and criminal proceedings, and later the murder of the anti-corruption activist, journalist of the “Time of Justice” V. Oleshko and others. The task of bodily harm to an anti-corruption activist “StateWatch” expert, O. Lemenov, became a resonant crime; the organization to which he belongs informally controls the spending of the public funds in the sphere of defense, monitors the anti-corruption bodies and the bodies of pre-trial investigation and prosecutor’s office, etc. There have been repeated instances of privacy violations and anti-corruption activists being monitored. Discrimination campaigns against anti-corruption NGOs (the “Center for Combating Corruption”, “Transparency International – Ukraine”, etc.) and individual activists were launched in the media, especially on the social networks. A type of prosecution of the anti-corruption activists in Ukraine is the opening of criminal cases against them. A popular way of discrediting the anti-corruption workers is to accuse them of corruption. The Polish political scientist R. Kordonski said that “pressure, harassment, discredit in response to criticism from anti-corruption NGOs could indicate an increase in anti-democratic tendencies in Ukraine and a veiled interest of the authorities in pressure on the anti-corruption activists” [Kordonski, p. 19].

The aforementioned and numerous other cases of pressure on the anti-corruption witnesses: those actors in the civil society of Ukraine whose prerogative is anti-corruption are at high risk. The EU therefore expects Ukraine to step up its efforts to bring those responsible to account for such crimes. The EU has repeatedly emphasized that the Ukrainian side of the Association Agreement should first investigate the cases of pressure and hate speech against the anti-corruption activists and journalists.

While the EU's primary expectation was the institutionalization of the Specialized Anti-Corruption Prosecutor's Office and the High Anti-corruption Court of Ukraine, then, after launching their work, the EU's most important hopes relate to the issues of independence and lack of the political pressure on the anti-corruption bodies, anti-corruption prosecutors, and anti-corruption prosecutors of the Supreme Anti-corruption Court of Ukraine. While the EU's assessments have noted Ukraine's success in terms of narrowing its scope for corrupt practices by the ruling elite, it emphasizes the need for a number of radical and rapid steps to consolidate the progress in the key areas. The most critical criticism of the EU continues to be the question of bringing the representatives of the Ukrainian establishment to justice: the political system itself has not changed enough and stands for the protection of the top officials.

In its relations with Ukraine the EU has consistently emphasized that our country needs to make greater efforts to secure the rule of law. The EU has raised concerns about the functioning of the newly created anti-corruption institutions in Ukraine. For example, since the very beginning of its operation, the National Anti-Corruption Agency has become a source of socio-political tension, during which the public raised the question: whether the leadership of this body is truly independent and whether efforts are being made to verify the declarations of the state and local officials [Lough & Dubrovskiy, 2018].

The EU implements projects in Ukraine aimed at empowering the civil society at the national and local levels to promote integrity and participation in the processes of monitoring corruption and political dialogue. Grants are provided to the national civil society organizations to accomplish a number of tasks, such as monitoring the situation in the fight against corruption and the performance of the institutions; establishing the political dialogue with the government and anti-corruption institutions, raising awareness of the fight against corruption; pilot implementation of tools for the assessment of the corruption risks and risk management in selected public sectors/institutions. Of particular importance to the EU's anti-corruption projects under the Association Agreement is the support for investigative journalism, various media initiatives to investigate specific cases of corruption, and the preparation of the programs of journalistic investigations of corruption cases.

Currently, the EU's main activity is to prevent and counteract corruption in Ukraine is focused on the implementation of the EU Anti-Corruption Initiative in Ukraine (EUACI), the EU's largest anti-corruption program of expertise and technical assistance to Ukraine. The program is funded by the EU and co-financed and implemented by the Danish Agency for International Development. On 01.06.2017 was the official launch of this three-year initiative. During the EUACI program the main vectors of cooperation are: assistance in the development of anti-corruption bodies, assistance to the parliamentary committee in assessing the corruption risks of

the draft laws, as well as a three-vector component consisting of a number of grant programs for the civil society organizations, assistance to investigative journalism and the project “Cities of Integrity”. Firstly, projects aimed at monitoring activities and implementing the principles of transparency and accountability in the local self-government, involving young people in finding innovative ways of preventing and combating corruption, etc. are supported.

The EUACI program aims to ensure the sustainability of the anti-corruption reforms in Ukraine that have already been implemented and to further enhance the anti-corruption efforts at the national and local levels. The main objective of the EUACI is to strengthen the capacity of the anti-corruption bodies by providing advisory and expert support to the anti-corruption bodies of Ukraine. The program aims to assist the local governments and NGOs in preventing and combating corruption. The EUACI is committed to enhancing the institutional capacity of the Verkhovna Rada Committee on Anti-Corruption Policy.

The EUACI is lobbying for the adoption of a new Anti-Corruption Strategy of Ukraine, a state program for its implementation, mechanisms for implementation, as well as the importance of ensuring the inevitability of punishment for the corruption offenses and the formation of zero tolerance to the phenomenon in the society. The EU Anti-Corruption Initiative in Ukraine is assisting the ProZorro team.

The EU implements the Anti-Corruption Initiative of the “Cities of Integrity” that covers five settlements (Zhytomyr, Mariupol, Nikopol, Chervonohrad, Chernivtsi). The project implements such initiatives as the city’s open budget, open budget for schools, e-reception and a number of others. Such an initiative is an example of the implementation of the anti-corruption mechanisms at the level of the local governments.

The EUACI actively supports the automation of the pre-trial investigations into corruption proceedings (a draft of the digitization of the criminal proceedings at the National Anti-Corruption Bureau of Ukraine and the Specialized Anti-Corruption Prosecutor’s Office). It is planned to create a system that will help translate the whole criminal process into an electronic form. This will allow the anti-corruption authorities to save resources and time spent investigating and processing the documents, as well as to optimize the cooperation of the National Anti-Corruption Bureau of Ukraine, the Specialized Anti-corruption Prosecutor’s Office and the High Anti-Corruption Court of Ukraine.

Thanks to the EUACI the geoinformation system “Geoportal” is launched in Ukraine, a state-of-the-art IT-system aimed at providing the citizens and entrepreneurs with information on various areas of the urban infrastructure. The external interface of the “Geoportal” provides maps with various information, including: city cadastre, critical social infrastructure, including schools, kindergartens, hospitals, investment properties, rental

properties, and more. Therefore, the “Geoportal” will enable higher transparency and accelerate the transition to electronic document flow.

The EU pays particular attention to combating corruption in the East of Ukraine. To this end the “EU Project Office” was opened in Mariupol. One element of the EUACI support is to assist the local authorities through the implementation of effective procedures and processes, as well as the provision of anti-corruption tools such as the aforementioned “Geoportal” for Mariupol, an effective G2B and G2P tool developed with EUACI’s support as part of the “Cities of Integrity” project to improve the city council internal processes, facilitate access to data, organize them as understandable and convenient for the citizens, civil society organizations, the media and the business community.

The EU Anti-Corruption Initiative joins a variety of creative actions through which it accomplishes its immediate objectives. Here are some examples:

- organization of the exhibition “Ukraine Without Corruption” (American House in Kyiv, 11.12.2018-26.01.2019);
- support for the presentation of the performance (documentary) “Temporary Inconvenience”, delivered by NGO “Point of View” on 10.04.2019 on the topic of corruption in the Ukrainian society;
- “Corruption Park” is an interactive project aimed at raising awareness among the Ukrainians about corruption and its forms of confrontation. It was organized on 01-30.06.2018 in the National Botanical Garden named after M. Gryshko of the NAS of Ukraine. More than 30,000 people visited the “Corruption Park”;
- organization of the quest “Path Without Corruption” during the celebration of Europe Day in Kyiv (18.05.2019). The main purpose of the quest was to inform the public about the grantees of the EU Anti-Corruption Initiative (Movement “Honestly”, NGO “Institute for the Development of Regional Press”, the independent investigative agency Investigation.Info, etc.) and the projects they embody.

On 08.07.2019 within the framework of the “Ukraine-EU” Summit the Government of Ukraine and the European Commission signed a five-year financing agreement for the “EU-Ukraine Phase II - Anti-Corruption Initiative (EUACI) Program”. As a result, Ukraine will receive financial assistance from the EU and the Danish Government of 22.9 million Euro to effectively implement the anti-corruption policies, which will ultimately reduce the level of corruption in the country. The assistance under the “EUACI - Phase II” Program will focus on the following areas: strengthening the independence and effectiveness of the anti-corruption institutions; improving governance and transparency at the local level and more.

The EUACI organizes trainings on informant work for the NABU staff, training seminars for the judges of the Supreme Anti-Corruption Court. In particular, with the support of the EUACI and other international donors, an

Orientation Program for the judges of the Supreme Anti-corruption Court of Ukraine was conducted. The EU Anti-Corruption Initiative in Ukraine is focused on providing expert and advisory assistance to the judges of this judicial body on an ongoing basis. With the support of the EU Anti-Corruption Initiative in Ukraine (August 2019) Jessup Summer School 2019 held a series of lectures on the development of the anti-corruption infrastructure in Ukraine for the law students in Ukraine.

The EU is working to provide comprehensive and sustainable support for the internal transformation of the society and new opportunities for the investigative journalism. In particular, the EU Anti-Corruption Initiative in Ukraine promotes the international festival of the investigative journalism “Mezhyhrya Fest” (this festival has been held since 2014 in the territory of the former residence of V. Yanukovich). The EUACI also supports a program for 50 investigative journalists from different regions of Ukraine to develop their practical skills in preparing investigations into corruption cases.

One of the main focuses of the second phase of the EUACI Program is the development of a culture of integrity in the Ukrainian society. It is, first of all, about: further support of the institutional development of the anti-corruption institutions of Ukraine; improving governance, transparency and accountability at the local level; enhancing the participation of the citizens, the civil society and the private sector in promoting integrity, the rule of law and good governance. Such goals are absolutely justified in view of the current characteristics of the anti-corruption political and legal culture of the Ukrainian population and the place of anti-corruption values in the system of the political and legal mentality. Here we agree with the right assessment of I. Kushnarov who believes that in Ukraine “there is a valuable confrontation between “anti-culture of corruption” and “anti-corruption culture” [Kushnarov, 2018, p. 317]. Whatever the number of the strategies, concepts, doctrines, etc., were not adopted, the successful anti-corruption policy is “impossible without fundamental shifts in the public and individual consciousness, significant positive adjustments in the norms, rules and behaviour of not only the target groups (politicians, civil servants, etc.), but also average citizens [...]” [Kushnarov, 2018, p. 317–318].

Regarding the prevention and combating of corruption in Ukraine, the EU, first of all, has expectations about the effective work of the Supreme Anti-corruption Court of Ukraine, establishment of constructive cooperation between the National Anti-Corruption Bureau of Ukraine and the Specialized Anti-corruption Prosecutor’s Office. There are grounds for such expectations of the EU, since the Supreme Anti-Corruption Court of Ukraine started its work on 05.09.2019. There have also been no recent conflicts (public or hidden) between the detectives of the National Anti-Corruption Bureau and the prosecutors of the Specialized Anti-Corruption Prosecutor’s Office.

Despite the certainly positive appraisals of such projects, the political discourse make sound assumptions that “they will only result if there is a

transparent disposition of the funds, because paradoxically there are situations where the anti-corruption public initiatives themselves can resort to corruption or other forms of corruption” [Kordonski, 2019, p. 16].

So, we summarize our analysis. Clearly, with the exception of the Baltic States and Georgia, no other post-Soviet state has succeeded in a relatively short period of time in implementing so many important measures aimed at narrowing the scope for corruption, while creating new anti-corruption bodies, reforming the existing judicial and law enforcement agencies. However, at present, the results are rather ambiguous and often contradictory, for while important acts have been adopted, new institutions have been created necessary to effectively prevent and counteract corruption, but success has now been achieved more in limiting the opportunities for corruption than in attracting to responsibility the corrupt officials.

Therefore, the important tasks for Ukraine are to strengthen the independence, effectiveness and resilience of the anti-corruption institutions, to enhance the participation of the citizens, civil society, including the private sector, in promoting integrity, the rule of law and good governance and other tasks. Important tasks for Ukraine are to strengthen the institutional capacity of the National Anti-Corruption Agency, the National Anti-Corruption Bureau of Ukraine, the Specialized Anti-Corruption Prosecutor’s Office, the National Agency of Ukraine for the detection, search and management of the assets obtained from corruption and other crimes and financial crimes to implement their mandate independently and effectively.

Ongoing challenges associated with and counteracting corruption indicate that support for Ukraine’s anti-corruption efforts by the international actors, in particular the EU, must continue, but at the same time, the quality of the reforms under way must increase.

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Formation of institute of mediation in transitive development of Ukrainian society

Recently, the Institute of Mediation has become increasingly important in shaping the legal culture of dispute resolution in Ukraine which is gaining in popularity. In today's context, Ukrainian society requires mediation in almost all legal relationships. This is evidenced by the creation in Ukraine of several NGOs that distribute mediation in Ukraine. The term "mediation" comes from the Greek *medos* (neutral, party-independent), as well as from the Latin terms *mediatio* (mediation) and *mediare* (to mediate). Mediation facilitates the accelerated development of civil society institutions, where a person with the whole system of his needs, interests and values is the main subject. Modern Ukrainian society is characterized by instability, high socio-economic dynamics and an uncertain "vector" of change, which makes it possible to consider it transitive. Transitive changes taking place in modern society involve all social institutions in cardinal transformations. For the success of social transformations and the completion of the state of transitivity, the organization of social process management is of importance. It should be noted that until recently many lawyers, psychologists, specialists in various fields and ordinary citizens either did not know the term "mediation" and its meaning, or were skeptical, arguing that for the legal culture and mentality of Ukrainian society, mediation is not suitable as a way of resolving conflicts. However, in the current context, mediation in Ukraine is developing rapidly. The mediation institute is inherently innovative for the modern Ukrainian mentality, and in the process of becoming an institute there are difficulties associated with the fact that it is beginning to be treated with some degree of distrust, as with many innovations in society.

Analysis of recent research and publications. Problems and prospects of formation and development of domestic institute of mediation as an alternative way of conflict resolution is a topical topic of research and subject of study of many scientists, practitioners (mainly lawyers and psychologists), as well as students who consider both general issues of the essence of mediation and problems of introduction of mediation rights (T. Barabash, A. Girnyk, N. Gren, R. Denisova, Y. Remeskov, L. Romanadze, N. Krestovskaya, T. Shinkar and many others). The works of modern researchers form the scientific basis for further research of the mediation institute in Ukraine, actualize the problem of legislative regulation of the legal institute of mediation and its integration into the modern legal system of Ukraine.

The purpose of the article is to analyze and investigate the problems related to establishment and implementation of the Mediation Institute in

the conditions of transitive development of Ukrainian society, to determine the importance of the Mediation Institute for improving the mechanisms of protection of human and citizen's rights in Ukraine.

Perception of the main research material. Mediation is often seen as an innovation, although it has a long history in many cultures and civilizations. Involving reputable people in the role of mediator has been known since ancient times. In Ancient China, Ancient Greece, Persia, in the Arab countries, there was a tradition of recourse to authority to overcome differences and resolve conflicts. The rulers of the world, who were administering justice in their possession, considered the settlement of a dispute between their vassals in certain cases more desirable than the sentencing (Girnik 2010).

The elements of reconciliation and restorative justice have been closely linked in the Ukrainian legal tradition since ancient times, as evidenced by the normative support and practice of restorative justice and reconciliation in Kyivan Rus. In their beginning, they had non-punitive social means of influencing the offender, intertwined with pre-Christian customs, religious norms, and political practices, found to be indemnified by the offender's harm, twinning procedures, godly kissing, which ended and consolidated the conciliation agreement.

In the Middle Ages, popes, emperors, papal legates, bishops were the mediators in international and domestic strife. In conflicts between and within families, priests were often mediators. For example, the famous Dominican preacher Vincent Ferrer (cf. 1350 / 57-1419) stopped disputes and reconciled enemies, and the notaries who accompanied him drew up disputes (Girnik 2010).

Many peoples of Europe, including the Germans, Poles, and Ukrainians, had a tradition of "restorative justice" that was enshrined in codes of custom. In Eastern Ukraine it lasted until the middle of the 19-th century, and in Western Ukraine (especially in the Carpathians and Carpathians) customary law was in force until 1939, i.e. before the coming of Soviet power. The customary right was exercised in the activity of assembly (land) courts, which were held twice a year and in which all the adult population (or only male) participated. The purpose of the assembly courts was to establish justice and maintain peace in the community, so reconciliation was welcomed (Girnik 2010).

Mediation in its modern sense began to develop in the second half of the XX century, and especially in the countries of Anglo-Saxon law - the USA, Australia, Great Britain. In the countries of the continental system of law - France, Belgium, Germany, Austria, Italy, Switzerland, the Netherlands, mediation became known mainly in the late 80's - early 90's of the XX-th century. The experience of modern countries shows that the process of resolving conflicts involving a professional mediator is very effective. For

example, in Japan and China, litigation is considered a good practice and encouraged.

The introduction of the Institute of Mediation in Ukraine connects the contemporary development of the legal system of Ukraine with the European legal systems, values and priorities of development of the modern civilized world. The formation and development of mediation in Ukraine has been going on for decades and it can be argued that this method of dispute resolution has already acquired the status of a social institution. The peaceful settlement of disputes is always inherent in the Ukrainian nation, with the drawbacks of the domestic judicial system forcing citizens to seek and apply alternative dispute resolution procedures. Moreover, there is a persistent social demand for reform of the judiciary, improved access to justice, and reduced levels of conflict in society. One of the organic additions to the state judicial system is considered to be the mediation institute, which has gained considerable development in foreign countries, whose experience in the legal regulation of mediation gives the opportunity to choose a balanced approach to the introduction of mediation into the Ukrainian legal and judicial system.

At this stage of mediation implementation in Ukraine, the creation of specialized legislation in the field of mediation. Since 2010, Ukrainian mediators have enlisted the support of parliamentarians and registered with the Verkhovna Rada of Ukraine ten draft bills on mediation. However, due to the unstable political situation, constant changes in governments and parliamentary elections, the law has not yet been adopted (Denisova 2018). The development of alternative ways of resolving disputes is envisaged by the Strategy for the Reform of Judiciary, Judiciary and Related Legal Institutions for 2015-2020, approved by Presidential Decree No. 276 of 20.05.2015, neither in the Ukrainian legislature nor in the society has an understanding of the effective mechanism of alternative incorporation into the legal system of the state (Presidential Decree on the Strategy for Reform 2015). Mediation is considered to be the simplest, most widespread in the world, most accessible to people, the cheapest, given the limited resources of modern Ukrainian society, an alternative to official justice. Mediation, as a pre-trial dispute settlement process, has many benefits for the parties, as opposed to long-term litigation.

At the same time, there is much controversy under the current conditions regarding the introduction of the role of mediation at the legislative level. There are many discussions regarding the implementation of the Mediation Institute in Ukraine. Many bills have been submitted to mediation, which were registered by the Verkhovna Rada and, unfortunately, the Law was never adopted. Thus, on February 28, 2019, the Verkhovna Rada of Ukraine rejected the bill No. 3665 “On Mediation”, which was considered in the second reading. The bill envisaged the formation of the legal basis and procedure for mediation as an out-of-court conflict resolution procedure, the principles of mediation, and the mediator’s status. It was determined that

mediation could be applied in any conflict, including civil, family, labor, economic, administrative, criminal proceedings, minor or moderate offenses, and in the private prosecution provided for in Art. 477 of the CPC of Ukraine, and cases of administrative offenses (Draft Law of Ukraine on mediation 2015). Another draft law “On mediation activities” No. 10425 was removed from consideration in connection with the dissolution of the Verkhovna Rada (Draft Law of Ukraine on mediation activities 2019). Thus, the last period is characterized by high activity of the subjects of the legislative initiative aimed at regulating mediation in Ukraine.

Despite the fact that the law on mediation in Ukraine has not yet been adopted, Ukraine is in a situation where the practice of using the mediation procedure is ahead of legal regulation. Mediation is real and already assists the parties in resolving disputes on the basis of the Code of Ethics of the Mediator of the National Association of Mediators of Ukraine (Code of Ethics of the mediator of the National Association of Mediators of Ukraine), developed in accordance with the provisions of the European Code of Conduct for Mediators (European Code of Conduct for Mediators). In the absence of a special law, sectoral legislation provides certain opportunities for introducing mediation into legal and legal aid practice in Ukraine. Thus, with part 6 of Article 16 of the Law of Ukraine “On Social Services” (entry into force from 01.01. 2020), mediation is recognized as the basic social service (On Social Services 2019), and part 2 of Article 7 of the Law of Ukraine “On Free Legal Aid”. It is enshrined that free primary legal aid includes such legal services as providing assistance in accessing a person to mediation (Law of Ukraine on free legal aid 2018).

In August 2019, Ukraine signed the UN Convention on Mediation in Singapore, which seeks to resolve, in the future, cross-border commercial disputes more often through mediation and through amicable settlement (Sussman 2018). The signing of the Singapore Convention by Ukraine enhances the authority and confidence of the mediation process as an alternative means of dispute settlement alongside the court and has a positive impact on the country's image in the international arena, as well as on the development of international trade and business in Ukraine.

Therefore, at the present stage of establishment and development of a mediation institute in Ukraine, there are a number of problems that stand in the way of institutionalizing the practice of mediation. Among the most pressing problems, current researchers highlight: the imperfection of the legal framework of mediation in Ukraine; lack of a corps of qualified mediators and low awareness of the population on mediation.

Despite the lack of specific legislation, Ukraine has experience in the use of mediation procedures, which confirms the high efficiency of this institution in the process of conflict resolution. According to the Ministry of Justice of Ukraine, since 2003 experiments have been actively conducted in the courts (Kyiv, Kharkiv, Ivano-Frankivsk, Odessa). There are a number of Regional

Mediation Groups operating in Ukraine, which have merged into the Association of Mediation Groups of Ukraine and the Ukrainian Center of Understanding, which is actively engaged in the implementation of programs of reconciliation of victims and offenders and educational activities in this area, i.e. the Institute of Mediation and Community Functions.

Council of Europe Committee of Ministers Committee of Ministers Recommendation Acts propose to include in the codes of conduct of lawyers a duty or recommendation to take measures to provide relevant information and, where possible, to invite parties to engage in mediation, including between a victim and an offender. petition to refer the case for mediation to a duly authorized body. Attorneys and law firms are encouraged to have a list of mediation providers and distribute them to attorneys. Yu. Remesko¹ believes that in Ukraine mediation should be recognized as a special type of advocacy, which should find its consolidation at the level of the current legislation on advocacy. Mediation attorneys, who are a potential source of offender referrals for participation in restorative justice programs, have significant opportunities and perspectives in providing legal assistance to criminal proceedings participants in mediation. They should play an important role in explaining to the parties the benefits of participating in restorative justice procedures, and thus ensure that their right to reconciliation is exercised in cases established by law (Remesko² 2015). In mediation, the lawyer is neither a person authorized to resolve a dispute (conflict) nor a representative or consultant of only one party to the dispute. The mediator is obliged to mediate the dispute in accordance with the principle of neutrality and without prejudice to the parties and the subject matter of the dispute.

A lawyer who knows and understands the mediation process, its principles, rules, and differences from other dispute resolution methods can play a positive and constructive role in mediation, stimulating the case forward, tracking the meaningful part of the process, helping the parties to be flexible. Most often, lawyers are involved in mediation in the civil process, in commercial conflicts, in the division of property in family conflicts. Lawyers should respect the principle of self-determination of parties, which allows parties to make decisions that are not always based on a legal position, but reflect the interests of the parties and satisfy both parties.

Lawyers' interest in mediation is driven by the search for new fields of activity and the need for advanced training. L. Romanadze emphasizes that in Ukraine more and more lawyers are “diving” into the topic of mediation and trying to find out its effectiveness for their clients. The author believes that mediation opens up new opportunities for lawyers in their professional activity: first, mastering the mediator's skills increases the lawyer's professional prowess; secondly, mediation opens a new way in professional activity of a lawyer - support of a client in the mediation procedure; third, the lawyer can perform the mediator's function (Romanadze), which is explicitly

provided for in Part 2 of Art. 21 Rules of Attorney Ethics. In this case, in addition to the rules of lawyer ethics, the lawyer's actions must comply with the internationally recognized ethical principles of mediation (Rules of Attorneys Ethics 2017).

Therefore in modern conditions, mediation is a kind of alternative dispute resolution, a method of their settlement with involvement of (facilitator) mediator, which helps the conflict's parties to adjust the communication process and analyze the conflict situation so that they themselves can choose the solution that would satisfy interests and needs of all parties conflict. Unlike a formal litigation or business process, the parties reach an agreement during mediation - the mediator does not decide for them. Mediation as one of the alternative ways of managing legal conflicts is an important tool for improving the legal culture of society. It is a difficult process, however, thanks to it, a professionally trained mediator can find a profitable solution for both parties. Its development can be carried out only in the conditions of voluntary consent and awareness of the rational participation of the mediator interested in the resolution of conflict situations, reaching a single solution based on the mutual consent of the parties to the dispute, which does not allow any physical influence or manipulation. Any mechanism for informing the parties to a dispute should be based on a developed system of mediation and mediators, which requires recognition by the state and its support for this method of dispute resolution.

An effective mechanism for the introduction of a mediation institute in modern Ukraine should be the legislative establishment of mediation principles, the establishment of a clear procedure for mediation, the definition of the rights, duties and responsibilities of a mediator, the requirements for the mediation contract and its implementation, as well as special provisions for the mediation of various conflicts: civil, family, labor, economic, conflicts related to consumer protection, mediation in criminal proceedings and administrative cases active offenses.

In addition, the institution of mediation, which is gaining more and more recognition of civil society, can be used, in our view, not only as an independent procedure for effective conflict resolution, but also as a purposeful social program for creating a purposeful value space for revitalizing and shaping socially important landmarks. society.

Conclusions. It can be stated that, without legislative basis, mediation in Ukraine nevertheless becomes a social institution, which is formed through an objective need for an auxiliary justice system, which will allow to unload the judicial system, ensure its effective functioning, resolve existing disputes in a fast, moderate cost-effective, confidential and efficient. In our view, the legislative regulation of the mediation procedure will broaden alternative ways of resolving disputes and will allow the parties to resolve the dispute out of court, which will help to improve the mechanisms of protection of human rights and citizens in Ukraine. What is important is that, unlike a court

dispute settlement procedure, in which there is always a party that is not satisfied with the court's decision, the parties independently make a decision in the mediation procedure that satisfies both parties to the dispute.

To summarize, let us note that the introduction of a mediation institute in Ukraine as a form of protection of citizens' rights creates conditions for finding extraordinary, viable, sustainable solutions. Under the current conditions, the mechanism of introduction of the Institute of Mediation is gaining momentum. Scientists, judges, lawyers, and civil society representatives all agree that mediation is an effective alternative to litigation. The development of the pre-trial procedure in Ukraine is becoming increasingly popular and will facilitate the rapid emergence of civil society, within which citizens can truly regulate conflicts without government involvement and control. In addition, mediation should be seen as a form of dialogue philosophy that can be used not only as a way of resolving conflict, but also as a form of productive communication when actively using the techniques that the mediator must possess.

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Restoration of the trust to law as a recognition of the integrity of the valuable basis of relationship between Ukraine and The European Union

The European way of the development of Ukraine foresees the strengthening of integration processes in various spheres of society and confirmation of commitment to the European values. In this context issues related to the implementation of the provisions of the Association Agreement between Ukraine and the European Union of 27.06.2014 are of particular importance. Considering that the process of European integration of Ukraine envisages fulfillment of a whole set of requirements of political, economic, legal and other nature, it is worth to pay attention to the necessity of realization of the principle of the rule of law and qualitative process of functioning and development of the legal system of Ukraine as a whole. One of the problems of development of the legal system of Ukraine is overcoming nihilistic tendencies in public life and the need to restore trust to law as an effective regulator of social relations. It should be noted, that the situation, which is related to the skeptical attitude to the law and the misjudgement of its capabilities in the public consciousness, did not arise immediately. It is the result of the existence of many tragic pages in our history and a long period of neglect of the values of law. A legitimate question arises: how could it be that such fundamental values as justice, freedom, responsibility, trust to law are rather difficult to establish as the basis for the formation of behavioral orientations of participants in public relations, and the situation in the field of law-making, the process of ensuring the realization of human and citizen rights and freedoms in Ukraine becoming threatening? We believe that we will not find a definite answer to this question because it depends on the analysis of a number of factors that led to this result. It is indisputable that, legal nihilism, the decline of trust in legal institutions, the authorities and its representatives, have firmly secured their positions in the mass public consciousness.

Considering that law is an art of good and justice, the restoration of trust to it must begin from the standpoint of ensuring the realization of its value's characteristics, namely by those entities whose activities are related to the process of exercising power, i.e. representatives state power. It is worth remembering the opinion of A.O. Selivanov, who noted that «the movement of the country to the real implementation in the state and public life of the values of law, building a civil society, the rule of law and the rule of legal state has a specific purpose - the assertion of inviolable rights and freedoms of man and citizen, which requires the people's deputies to accept not only socially

significant decisions, but also a principled attitude to any manifestations of corrosion of public power, neglect of the interests of the people on the part of the administrative apparatus, employees of state bodies» [1, p.3].

The affirmation of the values of law (freedom, equality, justice), aimed at the ensuring the realization of human and citizen rights and freedoms, implies a restoration of trust to law and its role in society.

In our opinion, restoration of trust to law is possible in the case of given the importance of an integrative approach to legal thinking, which involves overcoming the negative sides of legal positivism and awareness of the need to fill the law with value's criteria in order to approximate it to a person and his/her needs [2, p.7].

In the current crisis conditions of the existence of Ukrainian society, the question of the introduction of natural-law ideas into the practice of state-legal construction [3, p.75] is especially acute as one of the fundamental factors that should help to restore the trust to law.

What is the concept of «trust»? «From the point of view of the social sciences, trust is a cultural setting for the special perception of «other» and interaction with them.

Trust means that the «other» will (or will not) behave in certain cases in a certain way. This type of sociocultural interactions is initially formed and continues to exist as positive because it is characterized by openness, trust in the reliability of the «other» - individual, group, structure. Any other object of social reality, including law, power structures, legislation, the state, etc., can act as «other». In the presence of the trust to law, for example, the subjects obey the law not forcibly, but for the conviction that is the basis for the functioning of the legal society» [4, p.118].

It should be notice, that during the period of Ukraine's existence as an independent state, no proper steps have been taken to recognize the dominant role of law in the context of the functioning of state power and to realize that all public authorities should carry out their activities on the basis of principles and rules of law. Thus, the existing violations of the rights of citizens from the side of the authorities have led to the fact that Ukraine ranks fourth among appeals of citizens of other states to the European Court of Human Rights [5, p.16]. In such circumstances, the question of the threat of a return to an authoritarian regime remains relevant.

Since the process of forming the law and ensuring its implementation relates to the activity of the legislative, executive and judicial branches of power, the restoration of trust to it is directly dependent on the level of confidence in these power structures. This raises a legitimate question: Under what conditions will the government fulfill its obligations to society, and will society, in turn, restore the trust of the institutions of power and law?

We believe that the answer to this question lies in the area of implementation of the principle of the rule of law (legal law), an integral part of which is the principle of protection of trust, which «provides, inter alia, to

ensure: the trust of citizens that their legal status will remain stable in the future. will not deteriorate; publicity of the activity of the state, stability of legislation and predictability of its development; adequate to the discretionary authority of the relevant public authorities to protect against arbitrary decisions; the state's respect for so-called «legitimate expectations», that is, its obligations to its citizens and their legitimate expectations (for example, in the sphere of labor relations - respect for statutory salary payment criteria; in the sphere of criminal liability - respect for the right of the sentenced person to release from punishment or anticipatory release from serving a sentence, etc.); fixing in the law the prohibition of the «reformation in pejus», that is, the worsening of the legal position of the person challenging the decision to hold him/her to legal liability (for example, the application of a more severe sanction to the defendant when appealing a lower court judgment against him/her; aggravation of administrative or disciplinary action when appealing against decisions of the relevant authorities or officials).

One of the most important components of the principle of trust is that it has no retroactive force» [6, p.371-372].

Recognizing the importance of the principle of the rule of law in the exercise of power, it must be remembered that the relation between law and power is not a straightforward one. S. Alekseev draws attention to this, noting that «the power, especially the political, state power, which makes the «law, as a law», at the same time - a phenomenon which is incompatible with it to some extent, acts against the law in the form of an antagonistic one, and sometimes distant, acutely hostile factor» [7, p.67]. The scientist emphasizes that «the ruling power is capable of reducing the right, turning it into a «servant» of power, thereby actually creating a «not a legal» reality [7].

In our opinion, such a situation could be corrected by reducing the negative influence of the authorities on the law, which implies the modernization of the existing political system of society, as well as: «introduction of criminal liability for deputies of all levels for fraudulent actions in case of deliberate violation of their election promises; financing public television and radio broadcasting by citizens, whose leaders can be only persons not connected with the civil service; introduction of continuous monitoring of the actions of the authorities by civil society through the creation of permanent bodies, the maintenance of which is also planned at the expense of direct taxes of citizens (by analogy with the supervisory board of a joint stock company); concluding contracts with senior civil servants with representatives of civil society, reporting for the first time a year to the citizens who elected them (first year of cadence once every six months); setting up a jury to hear all cases where charges are brought against a citizen for a criminal offense punishable by imprisonment; establishment of a special body of legal scholars to monitor the observance of citizens' rights by judges

in the administration of justice; recognition the theory of natural law as the source of law ...» [8, p.369-370].

Realizing the undoubted influence of the authorities on the process of formation and functioning of law, it is worth remembering the beginnings from which the power originates. In covering this issue, we again return to the people as a source of power. Given the fact that the people have real mechanisms of influence on the authorities, in our opinion, it is not necessary to place responsibility only on the subjects of power.

However, there is another problem that is related to the current state of crisis in the contemporary Ukrainian society, which has a negative impact on its political and legal culture. In such circumstances, the people are only capable of detecting pseudodemocracy, not an objective assessment of the situation and the resolution of relevant issues. The transition to «cultural democracy», which presupposes the existence of an adequate level of social culture of the people, the important components of which are the development of «ideological, political economic, legal, moral, religious and other culture of citizens» [9] is perhaps the most important task of modern Ukrainian society.

Overcoming crisis in many spheres of public life, taking into account the objective laws of social development, restoring trust to the law must be also considered as an integral part of Ukraine's national security. This implies the realization that «... even the best security instruments in the world (those based on the latest advances in physical and biological sciences and technologies) cannot by themselves provide national security in a country unless its citizens have a developed social culture, respectively to which these instruments they are to actuate, that is to apply. Moreover, some security instruments can also act as a threat to national security if used by citizens who do not have a proper social culture. ... That is why the people who have the appropriate level of social culture is the main anti-crisis factor - the guarantor of national security. Social culture of citizens is the most powerful weapon for national security» [9].

It should be noted that social culture requires the withdrawal of the psychological perception of stereotypes, which are still reflected in the minds of many citizens, regarding the model of relationship between the individual and the state. The dependence of the individual on the state, and subsequently the inability to find a place in the new social system, is a consequence of the negative legacy that has come to our society since the years of Soviet Union.

For example, «Ukrayinska Pravda» «studied the Razumkov Center's research, two more - the Rating Group, talked with sociologists and historians, immersed themselves in their scientific works and eventually recreated the collective image of a Ukrainian nostalgic for the USSR ... Wealthier people from higher education levels are less yearning for the USSR. Instead, those people are saddened, who have lost the most... Firstly,

it is a desire to return to that place, where «it was good»... Mostly, people regret that in the days of the Union «there was trust to the future», «high level of social guarantees», «free of charge higher education, «lack of unemployment», and «sufficient material standard of living»...

Scientists also compare nostalgia for the Soviet Union with the nostalgia for a «big father».

Ukraine is characterized by paternalism - a political practice when people are perceived as a «child» who needs «parental attention» from the authorities. And the population expects that it is the power that should change the country» [10].

According to the sociologist Lev Gudkov, this type of people is characterized by: **mass-orientation** and the desire to «be like everyone»; opportunism and adaptation to the existing social order, preparedness to demand less; **simplicity** and **limitations** in intellectual and ethical terms (at the same time, its primitiveness the «Soviet person» considers as an advantage); hierarchy (to such people the notion of «elite» is distant); **chronic dissatisfaction** with that, «what the life has given»; **self-doubt**; the complex of undervaluation; the «Soviet person» compensates his/her frustration and underestimation with a sense of **exclusiveness** and **superficiality**, etc. [10].

Overcoming of all the negative characteristics that are inherent to the «Soviet person» cannot happen within a short period of time. Changing human values and psychological attitudes requires considerable costs, both ideologically and materially, to form an objective assessment of reality and a willingness to actively engage in lawmaking and the realization of law.

Legal culture plays an important role in resolving this issue, which should be considered as a qualitative state of legal life of society, as a system of legal values, which are the basis for law-making and law enforcement activities. However, legal culture is not something permanent and unchangeable. The state of legal culture of a society depends on many factors that determine its level.

The situation is compounded by the negative impact on the level of justice and legal culture of modern Ukrainian society on the problem of the functioning of state power; crisis in the sphere of economic and political relations; growing dissatisfaction of the country's population with the slow pace of reform processes and so on.

However, despite all the problematic issues that directly relate to the current stage of development of Ukrainian society and the Ukraine, as a state, there is no other way than the way of development based on effective regulatory models. Society, emerging as a structure of normatively established and coordinated behavior, plays a decisive role in the formation of compulsory behavior (law) and law, in turn, creates the conditions for the smooth functioning of the system of social relations.

Conclusions. Thus, considering the issue of restoring the trust to law as an important regulator of social relations, it should be noted that the effective functioning of the state apparatus, the proper implementation of the principles and norms of law depends not only on how qualitatively perform their functions of public authorities, but also on the valuable filling of political and legal consciousness of modern Ukrainian society, the level of development of social culture of citizens.

Being aware of the place and role of a person in the life of society, we inevitably raise the question of the need to overcome the signs of «Soviet person» and the formation of new qualities of modern person, which is impossible without restoring trust to law and its values. This will depend on the result of political and legal reforms, the quality of lawmaking and the whole process of functioning of the institutions of power and civil society, the protection of human and citizen's rights and freedoms, which in turn is an indicator of the implementation of the fundamental requirements of the Association Agreement between Ukraine and the European Union.

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Progressive changes in society: legal context

Considering the processes of reform, reforming transformational changes, due consideration should be given to such a phenomenon of social reality as law. At the same time, the right acts, on the one hand, as the object of reform (on the perfection of law, its effectiveness, constructive) depends on the effectiveness of reforms. On the other hand, law is a factor, a means of reforming public relations and reflecting the results achieved, as well as their normalization and appropriate consolidation. In this way, the law must reflect today the challenges of time and the demands of civil society, and most importantly, to bring to life those changes that both civil society and the average person need. So, let us devote some attention to the study of law as an object of reform. It is clear that law is not a constant, unchangeable category, it "react" to the needs of society, human life, the ability of the state to be a "social arbiter".

Of particular importance in today's context is the effectiveness of law: a sense of protection for everyone, the guarantee of rights and legitimate interests, the opposition to arbitrariness in the process of ordering social relations, the undoubted effect of mechanisms to implement the legal order in all spheres of public life, guaranteeing and ensuring a safety system related to social activity, especially those that pose a potential threat to the vital interests of the individual, society and the state. This is not a complete list of our expectations of modern law. Much of the success of democratic change depends on the extent to which law in society is upheld and respected by different societies and by everyone in particular [1, p.37-40].

Modern law: the task of the present, the vocation, the "mission" of law in general, its "constructive" load, today, first and foremost, is to achieve social stability in society. It is this legal category that is most related to the realization of social development tasks, and reflects the state and conditions of functioning of modern society as a whole. After all, life has once again confirmed that it is impossible to be guided only by "good intentions", to accelerate the course of transformation, to ignore the world experience of studying integration processes.

Therefore, the right relates to the deep needs and interests of people in ordering public and private life according to their general will. It should include the guarantees of the rights and freedoms of the individual, humanism, social justice, historical color, stability of social processes and more [2, p. 98-196].

Moreover, the effective implementation and realization of the guidelines of the "constructive" law will, of course, will depend fulfilling of a democratic

state the role, the "organizer of many cases", its ability to relieve social tension, avoid acute social conflicts and so on. In particular, it should be noted today that it is clear that, unfortunately, the improvements, the works, the recommendations that were elaborated and made in the theory of state formation, often do not work in practice.

It would seem everything is quite clear: the course is determined - it is about building a democratic legal, social, state with European standards and models of protection of human rights, freedoms and legitimate interests. Of course, speaking of a democratic state, the question of the interaction between the state and civil society should be raised today. There is no doubt that effective state-building processes are impossible today:

1) without civil society interfering effectively with all processes of state formation;

2) without proper development of all the institutions of the modern European state;

3) without harmonious balanced action of civil society institutions and the law state;

4) without bringing up a socially active person capable of reforming change in the conditions of civil society development.

The current state of Ukrainian society requires the scientific community to find answers to the social impulses what reform strategies are needed: from non-constructive attempts to replace the state with civil society to efforts aimed at their balanced interaction. It is the principle of social and political balance in the relationship between the law state and civil society that should become the basis for fixing and correcting the unstable economic situation, overcoming acute social conflicts, strengthening the rule of law, building a democratic state.

It is clear that, one of the illustrations of the law state is, of course, institution of effective control.

Proper protection of rights and freedoms means effective governance, since the authorities in a democratic society are interested in effective control, given that this is its legitimation.

Including, if the law does not fulfill these tasks, does not "cope" with this mission, its guidelines are subject to reconsideration and revision.

Among the tasks in this process are not only the essential but also the instrumental components. Yes, one of which is related to legal technology, the task of which is there is clarity and comprehensibility of legal texts.

Formulated by the lawyers of Ancient Rome, a provision according to which "law can and should be determined" (Justinian's Codification) is relevant to any legal system. The principle of certainty, accuracy, unambiguous rule of law is considered a guarantee of sound law and order, since when every member of society understands his rights and obligations, he has a certain freedom of action and decision within the legal space. Legal

space, in turn, is defined by the word, those linguistic forms that are used by the legislator to express binding rules of conduct in a particular society.

Traditionally, legal technique is seen as a system of rules and techniques for the preparation and adoption of the most sophisticated in the form and structure of regulations; compliance with the content and form of regulations, accessibility and simplicity of regulatory materials.

Against this background, it is stated in the general principles of regulation that draft laws of the EU should be stated clearly, simply and neatly. In doing so, draft acts should be set out in terms and syntactic structures, taking into account the multilingual nature of EU law; concepts or terminology specific to any national legal system should be applied carefully. The terminology used in a particular act should be consistent, uniform both within that act and throughout the array of acts already in force, especially those relating to one area of regulation. Identical concepts should be expressed in the same terms as far as possible, without departing from their meaning in the usual, legal or technical language.

It is clear that the right is able to set certain benchmarks only when it is clear and comprehensible. Hence the requirement of the semantic uniqueness of legal norms: they must clearly define which persons and in what situations are the subjects of legal responsibility, as well as clearly indicate the legal consequences of a particular act (the ideal of "prudence" of law).

The changes that are taking place today in the legal field of Ukraine relate to qualitative updating, transformation, reformation of law. These are not just intentions or wishes, but an urgent vital need, organically linked to our country's European integration choices. After all, national law in our country has for a long time been significantly different from the law of European countries, above all by its "spirit", its ideology; in the countries of Europe it is aimed at ensuring the rights and interests of human, we have for a long time - to meet the needs of the state, public administration, the state apparatus and its officials.

In order to improve law-making in Ukraine, the adaptation of laws and other legal acts to European legislation, appropriate legal means should be developed. This is to improve the order of development, adoption and implementation of regulatory products; to develop uniform rules for the adaptation of legal rules to European legislation. Legal remedies should include the following organizational, legal, economic and financial measures: comparative legal analysis of the compliance of national law with European law and its effectiveness; planning rulemaking work; a single procedure for the development, adoption and implementation of legal acts; internal and external legal expertise on compliance of draft normative legal acts with the applicable national and European legislation; the availability of specialists able to prepare regulations in accordance with established requirements; integral unity in the process of adapting the integral unity of national law with European legislation, etc.

Of course, the issue of legal certainty is related to the observance and protection of human rights. In this aspect, the issue of the legal and technical quality of the legislation as one of the guarantees of publicity of law is important. Indeed, it is the laws that establish the rights, freedoms and responsibilities of the individual, determine the boundaries and grounds for restriction of rights and freedoms by the state. Recently, monitoring studies of scientists and practitioners in the field of human rights observance, in particular in Ukraine, show the "maximization of discussion" at conferences, seminars, round tables of stated problems and, unfortunately, the minimization of truly "working" rights in almost all spheres of human activity.

Law, as a factor in reform changes, must testify to its efficiency and performance. The action of law is a content-dynamic side of law that characterizes the actual realization of its properties to exercise regulatory (special-legal), informational-psychological (motivational), educational (ideological, educational) and social influence on participants of public relations. The effect of law is related to the essence and manifestation of the value of law, whether or not the goal of legal regulation has been achieved in society, the state, the degree of guarantee of human and citizen's rights and freedoms.

In view of the above, it should be noted that the action of law can be characterized as: the social mechanism of action of law (all conditions that determine the features of the exercise of law in real life); psychological side of the law (taking into account the psychological mechanisms of human behavior, the perception of certain laws of legal regulation, influence); the value-oriented mechanism of action of law (legislative consolidation, ensuring the realization and protection of the most important for human and society values).

The scope of law cannot and should not be infinite, on the contrary it is limited by certain frameworks that are determined by the essential purpose of law. In addition, it should be acknowledged that depending on whose interests: human, public, state designated as a matter of priority, the boundaries of the law itself are widening or narrowing.

Law does not regulate all social life. Many relationships are normalized by other rules-norms: morality, rules of education, etiquette, etc.

Laws also do not regulate phenomena and events that are not dependent on the will and consciousness of people. These include, for example, human health, natural phenomena, and more.

In addition, it should be borne in mind that there is a sphere of "autonomy" of personal life and no interference with state bodies in it. The theory of "self-restraint" of the right to prohibit interference with the privacy of citizens by officials and authorities of the state is sometimes discussed. Thus, the very existence of law, as a phenomenon of social reality, implies the establishment of certain limits of its action.

Effectiveness of law-doctrinal requirements. The effectiveness of law is a defined "slice" of law, in some sense a functional legal system. It reflects the existence of law at different levels: it applies to the individual, social groups, society as a whole. In capturing all the content that determines the processes of law expansion into public practice, the category of "action of law" includes methodological possibilities.

Consideration of law in terms of its effectiveness highlights the main quality of law - the ability to make a real impact on people's activities and behavior, and thereby promote progressive change in society by introducing civilized human relationships and social partnership [3, p. 24-42]. As a scientific concept, the "effectiveness of law" is intended to reflect law (legal matter) from the standpoint of the philosophical categories "possibility" and "reality." In this sense, it characterizes the movement of the essence of law. If reality is the realized essence of law, then possibility is the essence of law "in itself." The action of law in one sense encompasses both.

In addition, the problem of effective action of law is actualized in connection with the development of Ukrainian society, which is caused by: 1) the process of civil society development; 2) rejection of the authoritarian model of the state; 3) the tasks of forming the law state; 4) the development of a democratic legal system, etc.

It is clear that the specificity of the forms, methods and mechanisms of implementation of law in the individual and mass consciousness, in social practice are important.

Thus, it is clear that the real life of law depends on many factors: the absence of external aggression, the state of the economy, political regime, the quality of legislation and its effectiveness, the presence of crises and phenomena, and the ability of society and the state to overcome them, to organize the safe functioning of citizens. . These and other components are to some extent investigated by domestic legal scholars. As for the so-called psychological factor and its impact on the essence, content of the effectiveness and efficiency of law, it is necessary to acknowledge insufficient study and scientific analysis of these issues.

It is, in particular, a problem of the perception of law in society, without consideration which it is impossible to speak today about the dynamic process of the action of law.

An important problem today, measuring the quality of our lives, the successful implementation of many, and perhaps the vast majority of reforms, is the perception of law in general, its individual institutions and norms in particular, in our society.

Modern Ukrainian society is characterized by many different contradictions, including the adoption of a large number of legal acts and, at the same time, the spread of legal nihilism. Moreover, the adopted laws are often ignored, violated, not enforced, they are not respected and appreciated.

Persistent distrust of high purpose, potential, versatility, possibilities and even the need for law is the moral and psychological genesis of this phenomenon.

Again, it must be concluded that "constructive law" is, first and foremost, one that effectively fulfills its primary purpose, at least in the implementation of two basic functions - regulatory and protective (internal aspect). Equally important is this category also for providing those integration processes in which the urgent need (external aspect) is most felt today. It should be borne in mind that the "constructive content" of law is a reflection of the objective conditions of the development of society, on the one hand, and the "filling" of law with the very necessary provisions and guidelines which society needs most in its internal and external evolutionary movement.

Conclusions. Modern democratic processes and changes that take place in all areas of legal and state development in Ukraine require clear, coherent, regulated action of the relevant components of the legal system.

Unfortunately, many of these processes are slowed down or inhibited or even destructive due to the significant manifestations of legal nihilism, legal pessimism and legal demagoguery. The expectation that the dysfunctions of the development of legal consciousness and its abnormal manifestations will disappear or be eliminated today, unfortunately, did not justify itself.

We should be aware that the dichotomy of the essence of law (the object and factor of reform changes) demonstrates the primary tasks and potential conditions in the processes of transformational relations.

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The main directions of local self-government reform in Ukraine in the conditions of European integration

The democratic state presupposes the existence of a proper model of organization of power, which is based on the principle of democracy, and which provides real opportunities for the people to exercise the proper authority at all levels, the means of influencing the policy of the state, exercised by public authorities, on the conformity of the activities of the authorities with the sovereign will of the people and their variability. Undoubtedly, the existence of a democratic political regime can only be mentioned when the whole system of public authority meets these requirements. We are talking about the highest (national) level of organization of government, as well as regional and, of course, local.

The reform of the local self-government system initiated in Ukraine is a long-awaited response to the public demand for the destruction of the Soviet political system in Ukraine. The implementation of reforms related to the development of the principles of self-government in Ukrainian society results in significant changes in the system of public administration in general and the involvement of communities in local development policy in particular. In this context, local government reforms need to be consistent and step-by-step realized in implementing institutional innovations. In general, decentralization requires: political, administrative, judicial reform; reform of the financial and banking systems; society's willingness to accept the model of decentralized power; reorganization of a number of executive bodies, reduction of the governing apparatus; adherence to discipline and vision of the implementation process, counteracting pressure from politicians, especially in developing countries. The condition for decentralization is the simultaneous implementation of reforms, success of which is impossible without any of them. For countries experiencing the influence of the Soviet system of government, the process of decentralization depends directly on the strength of that influence. The population of the USSR remembers what centralization is. The only advantage in this case is the desire for change, which is exacerbated by the totally unsatisfactory level of public service provision, the level of local infrastructure development, and so on. However, merely denying the past does not give a clear vision of the future. In addition, the complexity of Ukrainian realities lies in the small experience of self-government in general and the almost complete lack of historical experience of effective governance in particular.

At the present stage, Ukraine is steadily focusing its efforts on pursuing the European integration course, fulfilling its international legal obligations, inter alia, on the development of local and regional democracy. Further democratization of society, decentralization of power on the basis of subsidiarity has been and remains nowadays Ukraine's priorities.

An important role in these processes is played by the reform of local self-government and the territorial organization of government in accordance with the main provisions of the European Charter of Local Self-Government of 15 October 1985, which has become an integral part of national legislation in this field. In particular, the mentioned Charter states that in accordance with:

- Article 3, paragraph 1 «Local self-government denotes the right and the ability of local authorities, within the limits of the law, to regulate and manage a substantial share of public affairs under their own responsibility and in the interests of the local population»;
- Article 9, paragraph 1 «Local authorities shall be entitled, within national economic policy, to adequate financial resources of their own, of which they may dispose freely within the framework of their powers»;
- Article 9, paragraph 5 «The protection of financially weaker local authorities calls for the institution of financial equalisation procedures or equivalent measures which are designed to correct the effects of the unequal distribution of potential sources of finance and of the financial burden they must support. Such procedures or measures shall not diminish the discretion local authorities may exercise within their own sphere of responsibility» [1] etc.

Confirmation of this was the determination of priorities in the programming documents of the President, the Government and the Verkhovna Rada of Ukraine, including decentralization of power, transfer of financial resources and strengthening of the material and financial basis of local self-government bodies, satisfaction of interests of citizens in all spheres of vital activity in the respective territories, provision of high and accessible public services to the population, harmonization of interests of the state and territorial communities.

Implementation of the reform started on the basis of the Concept of reforming local self-government and territorial organization of government, the Government's Program of Activities, the «Strategy 2020» of the President of Ukraine and the corresponding plan for their implementation. The provisions of these acts should be implemented, because the imperfection of the functioning of the state authorities and local self-government gives rise to citizens' distrust of state and self-governing institutions; the absence of a clear structure of civil society and public control over the activities of public authorities and local self-government, respectively, reduces the level of reality of legal norms [2].

In addition to regulatory support for reform, it is important that public authorities wish to transfer part of their authority to territorial communities and local governments, as well as the willingness of civil society itself to take responsibility for addressing local issues. Mostly, this «moral barrier» applies to countries that have felt the influence of the Soviet system of government.

After all, local self-government in Ukraine faces challenges that need change in the context of its reform:

- financial failure of communities;
- insufficient development budget resources for infrastructure investments;
- crisis of municipal infrastructure;
- deterioration of networks;
- lack of distribution of powers between local authorities;
- alienation of local self-government bodies from the population;
- corruption;
- opacity of activity;
- inefficient use of municipal property;
- crisis of personnel policy, system of training of local self-government personnel;
- underdevelopment of the independent public sector, forms of direct democracy;
- inability of residents to protect their rights;
- difficult demographic situation, deterioration of quantitative and qualitative parameters of human resources.

In the context of the abovementioned, interaction of public authorities and civil society institutions, one of which is local self-government, is extremely important, and such interaction is not only one of the important elements of state policy, but also a part of legal reality, in historical context – historically - legal reality [3, p. 339]. Therefore, the historical experience of such interaction should be taken into account. The legal basis of such interaction should be aimed at ensuring the rights and freedoms of the individual and citizen in Ukraine; the creation of an effective human rights protection mechanism is the key to minimizing threats to Ukraine's national security, which is especially relevant in the context of the challenges of our country today [4, p. 47; 5, p. 346]. The «mobility» of such interaction in time allows to reveal its objectively caused by the specific historical period mutation, variability, and thus - to find out the typical for this period features, characteristics [6, p. 171].

At the same time, it is necessary to take into account the international experience, which shows that it is impossible to redistribute powers and resources between executive authorities and local self-government without reforming the administrative and territorial structure of Ukraine.

In accordance with article 133 of the Constitution of Ukraine the system of the administrative and territorial structure of Ukraine is composed of

- the Autonomous Republic of Crimea,
- oblasts,
- districts,
- cities,
- city districts,
- settlements
- villages [7].

The modern administrative and territorial structure of Ukraine has the following problems:

- unregulated structure;
- unregulated of the status of a number of administrative-territorial units;
- lack of a single classification and order of classification;
- difference of administrative-territorial units of one level by square, number of inhabitants, etc .;
- the inconsistency of delimitation of administrative and territorial units with the requirements of the European Union.

The administratively territorial structure of Ukraine that is irrational to date makes it possible to solve a number of the following problems, namely:

- optimization of powers of public authorities;
- improvement of land relations;
- overcoming the unbalanced securement of budgetary institutions;
- attraction of foreign investments;
- a significant improvement of budget infrastructure.

Regarding the legislative solution to the issue of administrative and territorial structure, Ukraine has a problem, which is the absence of a single specialized act that will determine the order of its organization.

The experience of foreign countries and the latest scientific researches, in addition to the proper territorial organization, make it possible to distinguish the following prerequisites for successful implementation of decentralization phenomena and effective management in the system of decentralized power:

- affirmation of the principle of the rule of law;
- recognition and guarantees of local self-government;
- equal legal protection of all forms of ownership;
- democratic and effective electoral legislation;
- independence, efficiency, accessibility and transparency of the judicial system, functioning of the institutions of administrative justice;
- perfect budgeting process and high financial discipline;
- availability of social standards;
- developed public sector [8].

According to the information posted on the official website «Decentralization of Power», decentralization means the transfer of significant powers and budgets from state bodies to local self-governments. To have as many powers as possible the bodies closest to the people where such powers can be exercised most successfully.

The same source substantiates the difference between decentralization and federalization, which is that federalization means the transfer of significant powers to the level of regions (oblasts), and the reform of local self-government places a stake on communities (people). It is risky to transfer resources and powers to the regional level only. This is the only way to reproduce a centralized and corrupt system of government, only at the regional level [9].

E. Rushkovsky and S. Kosikovsky, analyzing territorial decentralization, distinguish three of its system-building components:

1. Decentralization is political (appropriate arrangement). The public-legal status of local self-government bodies comes from the specific way of forming these bodies and their representative character. Appropriate constitutional guarantees for the formation of a system of local self-government bodies certify the independence of such bodies from the state.

2. Decentralization is administrative - the task of local self-government bodies is assigned, and hence the functions and powers to satisfy the public interest within the respective territory.

3. Decentralization is financial - availability of own financial and material means, exercising of powers of ownership, use and disposal of financial resources owned by communities [10, p. 163].

The Concept of reforming local self-government and territorial organization of power in Ukraine from April 1, 2014, identifying the problems that currently need effective and rapid resolution, states that the purposes of the Concept are:

- defining directions, mechanisms and terms of formation of effective local self-government and territorial organization of power for creation and maintenance of a complete living environment for citizens;
- providing high quality and accessible public services;
- establishment of direct democracy institutions;
- meeting the interests of citizens in all spheres of life in the respective territory;
- harmonization of interests of the state and territorial communities.

The objectives of the reform are:

- ensuring the accessibility and quality of public services;
- achieving optimal distribution of powers between local self-government bodies and executive authorities;
- defining a sound territorial basis for the activities of local self-government bodies and executive authorities in order to ensure the accessibility and proper quality of public services provided by such bodies;

- the creation of adequate material, financial and organizational conditions to ensure the implementation of local and local authorities' own and delegated powers [11].

However, it should be noted that this Concept was adopted before the signing of the Association Agreement between Ukraine and the European Union; therefore, its provisions should take into account the basic principles of the mentioned Agreement, in particular:

- Article 2 «Respect for democratic principles, human rights and fundamental freedoms, as defined in particular in the Helsinki Final Act 1975 of the Security and Cooperation Council in Europe and the Paris Charter for New Europe 1990, as well as in other relevant instruments of protection of human rights, including the UN Universal Declaration of Human Rights of 1948 and the Council of Europe Convention for the Protection of Human Rights and Fundamental Freedoms of 1950, as well as respect for the rule of law, should form the basis of domestic and foreign policy, which are the main elements of this Agreement. Ensuring respect for the principles of sovereignty and territorial integrity, inviolability of borders and independence, as well as counteracting the proliferation of weapons of mass destruction, related materials and their means of delivery, are also essential elements of this Agreement»;

- Article 14 «Within the framework of cooperation in the field of justice, freedom and security, the Parties attach particular importance to the establishment of the rule of law and to the strengthening of institutions of all levels in the field of governance in general and of law enforcement and judicial authorities in particular. Cooperation will be aimed, in particular, at strengthening the judiciary, enhancing its effectiveness, guaranteeing its independence and impartiality and combating corruption. Justice, freedom and security cooperation will be based on the principle of respect for human rights and fundamental freedoms» [12] and others.

It should be noted that international political-legal documents listed in Article 2 of the Association Agreement provide for a strong link between the protection of human and citizen's rights and freedoms and the realization of the rights of the population in the field of local self-government. Therefore, it is obvious that the Concept of reforming local self-government and territorial organization of government in Ukraine should be substantially revised as a consequence of the signing of the Association Agreement with the EU by Ukraine.

It should be noted that recently adopted acts, which should promote the implementation of the reform, have partly started to be implemented in the part of concrete actions with the aim of becoming a real local self-government and transferring power to the level of territorial communities (local self-government towards decentralization of power).

In the context of the abovementioned, it should be emphasized that the change of political elites in Ukraine in 2019 had absolutely no impact on the

strategic course of the Ukrainian state in support of the European vector for the development of local self-government bases. This was evidenced by the submission on December 13, 2019 by the President of Ukraine V. Zelensky to the Verkhovna Rada of Ukraine of the Bill No. 2598 «On Amendments to the Constitution of Ukraine (on the Decentralization of Power)» (as an urgent one, that has priority).

As stated in the explanatory note, «the proposed changes aim at strengthening the constitutional and legal foundations of local self-government, enhancing the effectiveness of the local self-government system, capable of providing optimal conditions for the enjoyment of human rights and freedoms at the community, county and oblast levels, and promoting the further development of forms of direct democracy and decentralization of power, defining a rational spatial framework for organizing power to ensure decentralization, accessibility and quality of administrative servants, enhancing the capacity and responsibility of communities for their development, creating the preconditions for sustainable territorial development. The proposed changes are in accordance with the unitary form of state system established in Article 2 of the Constitution of Ukraine. The Bill on Amendments to the Constitution of Ukraine proposes amendments on decentralization of state power in Ukraine, improvement of territorial organization of power and strengthening of the constitutional and legal status of local self-government.»

It should be emphasized, that the project is based on the ideas of modern constitutionalism, *the Association Agreement between Ukraine, on the one hand, and the European Union, the European Atomic Energy Community and their Member States, on the other hand, the European Charter of Local Self-Government and other* [13] international legal acts.

However, regardless of this position of the Head of State, the Government, the legislative body of Ukraine, the lack of professional training and gradual implementation of the stages of reform entails the risk of leveling it out, failing to take into account the basic essence - forming self-sufficient capable territorial communities and improving the conditions for providing quality services to the community.

However, decentralization processes have both advantages and disadvantages.

Among the *main benefits* of decentralization are the following:

- creating the conditions for the effective development of civil society;
- creation of favorable conditions for medium-sized businesses with further development of local infrastructure;
- efficient allocation of budgetary resources to address the needs of the territorial community and economic development;
- ensuring transparency and openness in the activities of local self-government bodies, improving the quality of public service delivery;

- raising awareness and responsibility for own actions and decisions of both local government officials and territorial communities themselves;
- minimization of bureaucracy and efficiency of service in local self-government bodies.

However, along with the positive aspects, there are some *drawbacks* to decentralization, which include:

- complication of the ability to influence the macroeconomic situation at the state level;
- reducing the coordination of the implementation of the delegated powers, slowing down the implementation of state programs against the background of giving greater importance to local political priorities;
- efforts of the central authorities to avoid responsibility for the provision of public services to the population, self-removal of the central bodies from solving urgent issues;
- reduction of coordination of actions between central and local bodies and administrative-territorial units;
- the efforts of the central authorities to retain power;
- unevenness in socio-economic development of administrative and territorial units;
- slowing down the implementation of state programs; avoidance by central authorities of responsibility for providing public services to the population;
- lack of own finances, which will lead to the inability of local authorities to perform functions.

Each country's experience is unique and reflects the specificities of its development. Therefore, it is necessary to take into account the specific historical, economic and political development of a particular country.

There are *three main local government models in European countries* today:

Anglo-Saxon (United Kingdom).

High level of autonomy of local self-government, election and control by the population. Absence on the ground of special state commissioners, which has the function of control over local self-government bodies. Absence of local administrations (local bodies of state power);

Continental (France, Italy, Spain, Belgium, Poland, Bulgaria).

The combination of direct government and local self-government. There is a hierarchy of a system of governance in which local self-government is a link in comparison to state power. Limited autonomy of local self-government, availability of special state commissioners, who control local self-government bodies;

Mixed (Germany, Austria).

In some local self-government units, the elected body may be both a municipal government unit and a representative of the state administration.

Thus, the reform of the local self-government system initiated in Ukraine is a long-awaited response to the public demand for the destruction of the Soviet political system that existed in the Ukrainian Soviet Socialist Republic.

The implementation of reforms related to the development of the principles of self-government in Ukrainian society results in significant changes in the system of public administration in general and the involvement of communities in local development policy in particular. In this context, local government reforms require clear consistency and sequencing in the implementation of institutional innovations [14].

Conclusion.

The **main directions** of implementation of reforms on decentralization of power in Ukraine and reorganization of local self-government are:

- carrying out administrative-territorial reform to ensure the integrity of the state and its unitary structure;
- Adoption of the Law of Ukraine «On the Administrative and Territorial Structure of Ukraine», which would take into account the realities of Ukraine signing the Association Agreement with the European Union;
- a clear definition of the powers, rights and obligations of public authorities and local self-government with a view to balancing interests in the public relations system, ensuring the implementation of the principle of subsidiarity;
- implementation of effective policies of social, economic and cultural development of the regions;
- the formation of capable territorial communities, ensuring the extension of their rights to resolve issues of local importance;
- budget reform taking into account priority areas of financing;
- further legislative work, including legislative support for extended community powers, separation of powers, etc.

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Selected law aspects of security interests protected by the law

One of the educational tools for examining the issue is also the study and scientific field of the Protection of People and Property, which is a related study and scientific field to the Law, Criminology, Criminalistics and belongs to the science and technology departments of the legal science subgroup. The graduate is responsible for the management of institutional security structures, economic and business organizations and the systems used for the protection of persons and property, has knowledge of principles of technical means and legislation, is ready and able to effectively manage systems in the fight against the offenders who use state-of-the- in the area of organized crime or terrorism. Providing the staff training in the area of protection of persons and property is essential to protect the society (the state) from the negative anti-social phenomena, against various types of crime. In the field of concept, analytical activity, organization, control and security activities, graduates are able to analyze the security situation and propose optimal solutions aimed at the protection of persons and property, based on a scientific and creative approach. legally protected interests in the public and private sectors.

Protection

The protection is the prevention of an adverse effect that can damage or destroy the protected subject (protected interest) by the applying preventive and / or repressive means (measures, standards). The protection processes are the starting platform for the complex security processes, the protection of security interests.

The protection of individuals means the active use of preventive and repressive instruments (measures, standards) for the protection of rights in relation to the physical status of persons defined and regulated under the public and private law. The legislation and protection of persons is thus ensured by the standards of several legal disciplines at the national and international level. Their starting points are the fundamental human rights and human freedoms enshrined in the Second Chapter of the Constitution of the Slovak Republic and other laws (legal regulations) in our legal system, for everyday practical implementation and the specific legal circuits.

The property protection is, in the principle, the process of securing the security of a subject (protected interest) by the using of safeguards and standards aimed at the eliminating the security risk of an illegal activity or event that is contrary to the laws and the interests of the "possessor" of the protected interest. Regarding property, it should be noted that it may be tangible or intangible. *The tangible assets include, for example, buildings,*

computing, transport, and so on. The intangible assets include, for example, software, licenses, patents, etc. Beyond the basic allocation of assets for the accounting purposes, we perceive the protected information and other legally protected security interests as the significant intangible assets. The protection of tangible property is realized within the so-called "physical and object security". The protection of intangible assets is, as a rule, implemented within the framework of a number of legal disciplines and legislation.

The physical and object security is a system of measures to protect an object (classified information, etc.) from the unauthorized persons and against the unauthorized manipulation in the objects and protected areas. The protection is provided by the mechanical barriers, technical security devices, physical protection, regime measures and their combination in accordance with the safety standards (set standards) of the physical security and object safety. The method, conditions and extent of the proposed measures are determined by their supervisors on the basis of an assessment of the risks of possible threat to objects and protected areas (Protection of classified information).

However, our focus is on the intangible assets, such as *the safeguarding of protected information and other legally security interests protected by the law*.

The information resulting from the physical and mental integrity of a person or systems (technologies, technologies) created by him and having the character of a protected interest (protection of classified information, protection of personal data, business secrets, espionage / industrial espionage and related unlawful activities,) are implemented mainly within the so-called " information security (with the emphasis on protecting classified information, in line with the state / EU cyber security concept). Cybernetics is a new operating domain, so we perceive the protected information as part of the security interests of the state. The National Authority in the Slovak Republic and the Central State Administration for the Protection of Classified Information, the Cipher Service, Cyber Security and Trusted Services (for electronic transactions in the internal market, electronic signatures and stamps) is the National Security Authority, based in Bratislava.

The Protection of classified information means the creating of conditions for the personnel security, administrative security, cryptographic information protection, physical security and object security, security of technical means, including the protection of foreign information. The obtaining a Certificate of Disclosure of Classified Evidence of an Appellate Degree is not a basic prerequisite for the performance of their function but is accompanied by a number of obligations and procedures that lead to the security of classified information prior to their misuse. (Duties and options) The Office has a significant competence since 2016 for the cybernetic security, in coordination with the European Cyber Security Organization European Cyber Security Organization ESCO, based in Brussels.

For the purpose of the Act, the classified information is the information or matter designated by the originator of a classified information which, in view of the interest of the Slovak Republic, must be protected from being divulged, misused, damaged, improperly reproduced, destroyed, lost or stolen and which may arise only in the areas established by the Government of the Slovak Republic by its regulation. Law act No.215/2004) According to the law, the information may be the content of a document, drawing, drawing, photograph, graph, or other record, content of the oral expression, content of electrical, electromagnetic, electronic or other physical transport medium. It can be a mass media with information, product, device, real estate.

The protection of persons and property, the primary safeguarding of protected information and other security interests is perceived in a wider and narrower sense as:

- the protection of interests in the entire societal dimension, implemented and analyzed at the local, national, regional and the international level of security and the application of relevant standards of the criminal substantive law,
- and the exercise of the protection of interests in an individual dimension, implemented and analyzed at an individual level of security and the application of relevant standards of the substantive criminal law (to ensure the safety of a citizen, the protection of a particular private or corporate property, another law protected interest, etc.).

The protection of persons and property, primary the safeguarding of protected information and other security interests are carried out at home and abroad through:

- the state security management by the building and developing the capabilities of defense, protection and state rescue), and / or
- private security organizations,
- institutions under the subordination of the Ministry of Internal Affairs and Justice, as well as the protection in the proceedings before the international legal institutions (by applying the legal norms).

The basis of the successful study of criminal law in relation to this issue is the already acquired knowledge of legal subjects whose teaching is preceded by the criminal law. (Mašľanyová)

Selected sources of law

The selected national sources of rights for the protection of persons, property and other legitimate interests:

- Constitutional Act no. 460/1992 Coll. Constitution of the Slovak Republic, Second Chapter, Art. 12-54,
- Constitutional Act no. 227/2002 Coll. Constitutional Act on the State Security in Time of the War, War, Exceptional Condition and Emergency Status,

- Act no. 387/2002 Coll. Act on the State Governance in Crisis Situations Out of Time of the War and War Condition,
- Act no. 319/2002 Coll. Law on the Defense of the Slovak Republic,
- Act no. 129/2002 Coll. on an integrated rescue system,
- Act no. 473/2005 Coll. The Act on Providing Services in the Field of Private Security and on Amendments to the Certain Acts,
- Act no. 215/2004 Coll. on the Protection of Classified Information and on Amendments to the Certain Acts as amended,
- Act no. 154/2010 Coll. The European Arrest Warrant Act.

Selected international sources of the law:

- Council Decision EU No. 2013/488 / EU on the security rules for the protection of EU classified information,
- The Rome Statute of the International Criminal Court is the international treaty that founded the Court, 1998,
- The NATO founding treaty, 4 April 1949,
- Document C-M(2002)49 Security within the NATO,
- the Hague Convention (1907), the four Geneva Conventions (GCs) (1949),
- the Additional Protocol I (AP I), governing international armed conflict, and Additional Protocol II (AP II), governing non-international armed conflict.

The examples of international cooperation on the protection of persons, property and the safeguarding of other protected interests of the European Communities and the Member States:

European Border and Coast Guard Agency (Frontex)

Frontex does not have its own equipment or the border guard. When coordinating the joint operations, it relies on the EU countries to provide the border guards, vessels, aircraft and other resources. In all its areas of activity - operations, risk analysis, training, R & D and return of migrants, Frontex fulfills the role of coordinator and establishes the specialized networks between the border authorities. The aim is to develop and share the best practices between the EU border authorities and the countries associated within the Schengen area.

European Police Office (Europol)

Europol uses its central position in the European security architecture and provides a unique range of services such as: support for the on-site law enforcement operations, crime information exchange center, law enforcement expertise center.

International Organization for Criminal Cooperatio (Interpol)

The main role of Interpol, according to the International Statute of the Organization, is to ensure the effective international exchange of criminal information in order to support the elucidation and the prevention of criminal

offenses. At the national level, the Interpol National House functions as a liaison between the operational activities of departments of various police services whenever these activities contain an international element.

European Anti-Fraud Office (OLAF)

OLAF's mission is to protect the financial interests of the European Union and to fight against the fraud, corruption and any other illegal activities, including the serious offenses within the European institutions, related to the drawing of EU funds with a financial impact.

Criminal law protection of security interests in the context of defense assets of the state

The Slovak Republic in the process of guaranteeing security, building the security strategy, building its security policy and creating an adequate security system is based on the historical experience, available scientific analyzes and the forecasts of the security situation in the world, the Europe and on its own territory.

The attention of society has always focused on the two basic areas of security, namely the internal security and external security, and the corresponding sources of threats that have been basically presented by the natural and civilization sources of threats or the combinations of them. It is precisely the area of civilization threats associated with the armed violence that has become a region of great development in the mankind's historical development and has provided the humanity with the instruments of self-destruction, destruction of the world, and human civilization. The state uses the available tools of the security system to eliminate them, in the context of collective defense and safeguarding of protected interests, in the individual security sectors. (Kelemen)

The protection of state security by the standards of criminal law is one of the key, legally protected interests. Today's empirical empowerment confirms that the security is a significant multidimensional factor of the quality of society and citizen's life, which we have to systematically examine, forecast and ensure.

The Slovak Republic is currently experiencing a new stage in the definition of security interests from its independence, which reflects the newly formed Security Strategy of the Slovak Republic under the authority of the Ministry of Foreign Affairs and the European Affairs of the Slovak Republic and their implementation in the parallel strategic documents such as the Defense Strategy of the Slovak Republic and the Military Strategy of the Slovak Republic, in the Ministry of Defense of the Slovak Republic.

Up to now, starting situation.

We perceive the security strategy as the theory and practice of the functioning of the State - the Community of State, aimed at achieving the general and long-term security objectives. The previous approaches and opinions as well as the basic postulates of security and defense are contained

in the Security Policy Documents, discussed and approved by the National Council of the Slovak Republic in September 2005 - the "Security Strategy of the Slovak Republic" and the "Defense Strategy of the Slovak Republic". (BS) The country Strategy Papers were in the process of updating to respond to changes in the security environment by all available means of the Slovak Republic, based on the "Strategic Defense Assessment" in 2011 and a broad professional and layout debate. A key pillar of our direction was the "Strategic Concept of Security and Defense of North Atlantic Treaty Organization Members" adopted by the Heads of State and Government in Lisbon in 2010 to replace the 1999 Strategic Alliance concept. "The strategic concept must offer freedom with regard to the foreseeable development, with sufficient precision to be useful to Allied officials responsible for implementing the policy.". (Nečas, Kelemen)

The security interests of the Slovak Republic are based on the principle of guaranteeing the security of the citizen in accordance with international legal standards and constitution, and the basic civil and democratic values. The Slovak Republic recognizes and protects the values of freedom, peace, democracy, the rule of law, law, and justice, pluralism, prosperity, solidarity, respect for human rights and freedoms. (Security strategy)

The Slovakia's security interests are based on the following values:

- guaranteeing the security and protection of the fundamental human rights and freedoms of citizens;
- the guarantee of territorial integrity, sovereignty, the integrity of borders, political independence, identity;
- the democratic state establishment, legality and market economy;
- the economic, social, environmental and cultural development of society;
- Transatlantic Strategic Partnership, allied security;
- the effectiveness of the international organizations to which the Slovakia is a member, supporting the expansion of the NATO and the EU;
- developing the good partnerships and the forms of cooperation with the countries with which we share common the interests;
- promoting the spread of freedom and democracy, respect for human rights, legality, international order, peace and stability in the world;
- confirm the cyberspace as a new operating domain.

Conclusion

The new Security Strategy defines the security interests of the Slovak Republic, the basic objectives of the SR's security policy and the ways of their implementation in the various areas of the Slovak security. Strengthening the interconnection of security interests with the expression of objectives, procedures and tools of the Slovak Security Policy in the key areas of security in their enforcement, in line with a comprehensive approach to security (integrated action of a wide range of instruments). It also takes into account the limits of international organizations to address the current issues, giving

the greater importance to the regional organizations based on a common value basis and the capacity development of the SR. (Government of SR).

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PART IV

TRADE AND TRADE-RELATED MATTERS

Association agreement: driving integrational changes

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2020**

Peculiarities of applying the methodology of evaluation of the financial architecture of the national economy

The choice of methodological approaches to the evaluation of financial architecture is obviously a non-trivial task, the solution of which depends largely on the nature of the research, available sources of information, subjective factors, etc. Significant is the concept of assessment that defines the specifics of the methodology used, including the underlying assumptions. The most important aspects, from our point of view, are the following:

- the object of assessment - whether to consider the financial architecture in a broad sense, assessing the state of all structural components, or to focus on the functioning of the financial mechanisms of interaction between them;
- typology of financial architecture for the purpose of evaluation - whether it is necessary to take into account the specifics of individual types of financial architecture, and which typology in this respect best suits the specifics of existing valuations;
- the nature of the indicators used - whether the appropriate methodology has to be limited to the quantitative parameters of the functioning of the financial architecture, or should the relevant qualitative characteristics be taken into account;
- interpretation of the results of the assessment - whether to focus on aggregate indicators of financial development or to make comparisons on separate indicators.

We believe that there is no clear answer to these questions. It should be noted that today there is no generally accepted methodology for evaluating the financial architecture of the national economy and all the beginnings on this issue are at the stage of formation. We come to this conclusion on the basis of the analysis of scientific literature that we have presented in previous studies [1-5].

Methods (systems, approaches) for evaluating the performance of financial systems, the institutional matrix of which is the financial architecture, can serve as the basis for developing an evaluation system (approach to evaluation) of financial architecture. In the system of such assessments, the term "financial system" is used according to two approaches:

- the financial system can be broadly defined taking into account all subjects of financial relations. This approach, in particular, is guided by the International Monetary Fund, defining the financial system as a set of "institutional units and markets that interact, usually in a complex way, to raise funds for investment and to ensure the functioning of financing mechanisms for commercial activities, including payment systems." [6];

- the alternative approach assumes that the essence of the financial system is reduced to financial mechanisms and supporting infrastructure. For example, the World Bank reports consider the financial system to be "a system that includes: a) financial institutions (banks, insurance companies, and other non-banking financial institutions); b) financial markets (stock, bond and derivative markets); c) financial infrastructure (including, for example, credit information exchange system, payment and settlement system)" [7].

Also, an important issue regarding the evaluation of financial systems is related to their typology. It is generally accepted in the scientific literature that stock market-oriented financial systems have traditionally been opposed to bank-oriented financial systems. Obvious differences between these types are evident both in the architecture of financial markets and institutions, and in the relative importance of financial mechanisms in the economy. The most debatable issues in this case include the benefits of long-term economic growth. However, it has been empirically proven that none of the types of corresponding absolute advantages provides [8]. The rationale for this conclusion is offered in the context of the concept of a general level of financial services, which emphasizes the crucial importance of the effective functioning of the national financial system as a whole, regardless of the predominant role of certain financial mechanisms. In particular, they distinguish between advanced financial systems, between which there are significant qualitative and quantitative differences, which in turn affects the system of relevant indicators and their grouping.

Developed systems are on average ahead of developing countries in terms of financial depth, provide a higher level of financial penetration, a more diverse list of financial services, characterized by better infrastructure and more. Particular attention should be paid to emerging financial systems (or emerging-market financial systems) that, by some parameters, successfully compete with developed ones. Note, however, that the meaning of the terms "emerging financial systems" and "emerging financial markets" is ambiguous. In some cases, they are identified with any underdeveloped systems, but for the sake of developing a generalized assessment system, this interpretation seems counterproductive.

Thus, from our point of view, in the process of developing a methodological approach to evaluating financial architecture, priority should also be given to the level of financial development.

We will open each of the blocks in the breakdown of groups of indicators in detail.

I. Impact Factors, Policies and Institutions - Identify the fundamental features that support financial intermediation and the optimal delivery of financial services, and includes the first three groups: the institutional environment, the business environment and the degree of financial stability.

1.1) The first group - Institutional Environment - covers macro-prudential supervision of financial systems, defines the environment for the formation and functioning of financial architecture, as well as laws and regulations that allow for deep and effective financial intermediation, markets and services, including general laws, regulations and supervision financial sector as well as quality of contract performance and corporate governance. An effective institutional environment facilitates information sharing and reduces transaction costs. The importance of institutions and their impact on economic activity as a whole has been empirically proven. The presence of basic and complementary institutions is an integral part of financial development.

Reforms that strengthen the country's legal environment and protect investors are likely to contribute to a more efficient financial sector. Accordingly, the indicators include variables related to the degree of independence of the judiciary and the effectiveness of the judicial activity. In addition, it is important to carry out institutional reforms, such as strengthening property rights as the financial sector develops, through which one can move to a more sophisticated model of the financial system and a more sophisticated configuration of the financial architecture of the national economy..

Crises in the economy clearly emphasize the importance of regulation at the institutional level, as it concerns the financial stability and its corresponding effects on the socio-economic development of the country. In particular, it is necessary to take into account the influence of the shadow banking sector and the leading role of central banks in the functioning of the financial architecture of the national economy. Therefore, the transparency of the central bank's activity should be included in the analysis, as well as the variable for assessing the effectiveness of stock market regulation. In addition, poor governance quality is associated with greater frequency of both fiscal and political stress, as determined by public confidence in politicians.

It is believed that good corporate governance contributes to financial development, which in turn has a positive impact on economic development. Execution of contracts is also important because it limits the possibility of default among debtors and thus facilitates their performance. The variables relating to the formal transfer of savings to investors describe these processes as they are included in this group of indicators.

Other important aspects of the institutional environment include the opening of capital accounts in the country and the liberalization of the

domestic financial sector. Financial liberalization, as a rule, allows for a greater degree of financial depth, which translates into more efficient financial mediation, which in turn increases the monetization of the economy, resulting in a more efficient flow of financial resources. However, the impact of capital account liberalization on economic development cannot always be determined unequivocally; the indicator may acquire positive and statistically significant values, or uncertain. Given this ambiguity about the impact of capital account openness, it is best to examine it in the context of a legal environment. The better the legal and regulatory environment of the country, the greater the benefits of account openness - and vice versa. Accordingly, it is necessary to determine the relationship between capital account openness and the level of development of legislation and regulation, and the variables used to measure each component.

Having both a sound legal and regulatory system and open accounts is a positive sign of the country's financial development. This may be reflected by the indicator of the interaction of the open capital account variable with the variable level of development of the bond market, which confirms the importance of the development of domestic bond markets to complete liberalization of capital accounts.

The comparative analysis can be extended to the degree of liberalization of the national financial sector. The degree of liberalization is based on whether the country controls interest rates, whether there are credit limits, and whether foreign currency deposits are allowed. In general, the better the legal and regulatory environment of the country, the greater the impact of liberalization of the domestic financial sector on the economic growth of the country. The indicator group includes the corresponding variables representing each of these characteristics.

1.2) the second group - Business Environment - focuses on the business environment and takes into account:

- the efficiency of human capital - that is, skilled workers who can be employed in the financial sector and thus provide efficient financial services;
- quality of general infrastructure;
- other aspects of the business environment, including taxation policies and financial intermediation costs.

The aggregate indicator of human capital efficiency within this group of indicators is regarded as a complex indicator in terms of such indicators as: quality of education, quality of staff training, local availability of specialized research and training services, and, as a whole, shows positive correlations with the degree of financial development [9].

An additional key area is infrastructure - the main indicator of infrastructure quality, which enhances the process of accumulation of private capital and financial depth by increasing the return on investment [10]. However, our infrastructure analysis emphasizes information and

communication technology activities that are particularly important to those firms operating in a financial context.

An integral part of the business environment is the cost of doing business in the country, the cost of doing business is the most important sign of the effectiveness of financial institutions and are fundamental to assess the business environment of the country, as well as the type of constraints that businesses may face [11]. An efficient business environment contributes to the better performance of financial institutions, which in turn leads to a higher degree of financial development. Variables that determine the cost of doing business include estimating the cost of starting a business, the cost of registering a property, the cost of closing a business. Indirect and transaction costs are reflected in variables such as business start-up time, property registration time, and business closing time.

1.3) the third group - Financial stability - concerns the stability of the financial system, in the context of our study it will be considered as the stability of the financial architecture of the national economy.

Significant negative impact of financial instability on economic development was manifested during the recent financial crisis. Such instability can lead to significant losses for investors, leading to systemic banking and corporate crises, currency crises and sovereign debt crises. The third set of indicators covers the aggregate risks of these types of crises. Currency risk includes the change in the real effective exchange rate, the current account balance, the dollarization vulnerability index, the external vulnerability index, the external debt to GDP and the net international investment position. The variables related to the share of external debt in GDP and net international investment position are separately applied to developing and developed countries respectively.

II. Financial Intermediaries and Markets - This block defines the degree of development of the financial sector, which is expressed in different types of intermediaries in three main groups: banking financial services, non-banking financial services (e.g. investment banks and insurance companies) and financial markets.

There is consensus on the positive relationship between the size and depth of the financial system, and therefore the relevant parameters of the financial architecture, and the supply and sustainability of financial services that are important drivers of economic growth. The size of financial markets (total financial assets in the country) is an important determinant of savings and investment [12]. Moreover, the more extensive the financial system, the greater its ability to benefit from the scale, given the significant fixed costs that prevail in the activities of financial intermediaries. A larger financial system typically eliminates credit constraints, facilitating firm borrowing and further improving the process of mobilizing savings and channeling them to investors. Given that such a financial system needs to distribute capital more effectively and better control the use of funds, improved access to finance

tends to strengthen the economy's resilience to external shocks and externalities. Therefore, it determines the dynamic development of the financial architecture of the national economy, its holistic nature and structure.

Depth (share of total financial assets in GDP,%) of the financial system is an important component of financial development as it contributes to economic growth [13].

2.1) banking financial services: the previous group of indicators we have shown has some negative impact that an unstable banking system can have on the economy, but banks also play an important role in supporting economic growth, which is estimated by the totality of indicators in this subgroup. Bank-oriented financial systems are characterized by ease of obtaining financial information and reduced transaction costs, as well as more efficient mechanisms for allocating credit resources, which is particularly important for developing countries.

Effective capital allocation in the financial system is usually done through banking systems or market financial systems. Studies also show that, as compared to other forms of financial intermediation, banks form stronger links with the private sector, relationships that allow them to more effectively obtain relevant information, do not interfere with regulatory constraints, and generally benefit from economies of scale and can thus contribute to economic growth. Banks are also key players in liquidity risk management, which drives them to increase their investment in high-yielding, illiquid assets, accelerating their economic growth. One of the key indicators of the efficiency of the banking system, in this subset of indicators, is size, that is: the larger the banking system, the greater the amount of financial resources it can manage, which in turn enhances financial development and accelerates economic growth. Size indicators include: share of bank assets in GDP, share of central bank assets in GDP, financial system deposits in GDP, share M2 to GDP, share of private loans in GDP, share of bank deposits in GDP, money market instruments to GDP.

Another key aspect of the banking system is its efficiency. Direct indicators of efficiency are aggregate operating ratios, such as the proportion of bank operating expenses in total assets and the ratio of inefficient loans to total loans. An indirect indicator of efficiency is the share of state property in the banking sector.

The third key aspect of the efficiency of the banking system is the role of disclosure of financial information within the banks. A policy that encourages credible disclosure permits private corporate control of banks and motivates private agents to exercise corporate control, and generally encourages bank development, operational efficiency and stability [14].

2.2) Non-banking financial services - non-banking financial intermediaries - can be both an important complement for banks and a potential replacement for them. Their competition with banks allows both

parties to work more effectively to meet market needs. The activities of non-bank financial intermediaries include their participation in the securities markets, as well as the mobilization and distribution of long-term financial resources - for example, in insurance activities. Due to lack of regulation and oversight, some non-banking financial services, such as securitization, have played a negative role during the financial crisis as part of the so-called shadow banking system. However, with a sound legal and regulatory framework, such services play a unique and vital role as financial intermediaries.

The degree of development of non-bank financial intermediaries is one of the defining guidelines for the overall level of financial development of the country. Banks and non-bank financial intermediaries are bigger, more active and more efficient in advanced economies. Within the market system (non-banking system), non-banking financial intermediaries are able to finance high-risk innovative projects. There are three main areas of non-bank financing that are subject to assessment: IPO activity, M&A and securitization.

In addition, it is necessary to take into account a number of variables in the insurance sector, in particular: penetration of life insurance, real increase in direct insurance premiums, life insurance density, relative value added of insurance to GDP. Insurance also creates liquidity and facilitates the process of building savings on an investment scale, thereby improving overall financial performance.

2.3) financial markets - as the economy develops, they increase the demand for services relative to those provided by banks, financial markets become comparatively more important as the economy grows. The four main types of financial markets include bond markets (both government and corporate bonds), stock markets, and foreign exchange and derivatives markets. Stock market liquidity has a significant positive effect on capital accumulation, productivity growth, as well as current and future economic growth rates. In general, stock markets encourage long-term growth by facilitating specialization, obtaining and disseminating information, and effectively mobilizing savings to encourage investment. Studies show that as countries become wealthier, stock markets become more active and efficient with banks. Although insufficient empirical attention has been paid to bond markets, some studies show that they play an important role in financial development and efficient capital allocation [15].

Derivatives markets are an important aspect of this subset of indicators as they can significantly improve risk management and diversification. More developed derivatives markets can boost the confidence of international investors and financial institutions.

III. Availability of capital and financial resources - the third and last block consists of one set of indicators, which is represented by one - an indicator of assessing access to capital and financial services.

3.1) Availability of capital and financial resources - a set of indicators of this subgroup are presented in terms of areas of access to capital through commercial and retail channels. Greater access to financial services is linked to a positive link between financial development and the country's economic growth. The availability of financial services, which is reflected in the size and depth of the financial sector as a whole and, in accordance with the configuration of the financial architecture in particular, is not the same for all financial and economic entities. Thus, access is an integral part of our analysis.

Within this subgroup, this indicator is divided into commercial and retail access to financial services. Commercial access includes such assessments as: financial market availability, venture capital, ease of access to credit, ability to finance through the local stock market, ease of access to loans, share of foreign direct investment in GDP. Retail - availability of banking services, number of branches of commercial banks, total number of ATMs, loans to MFIs, number of loans to financial institutions.

The importance of financial access for small and medium-sized enterprises (SMEs), which is crucial for stimulating economic growth in many countries, has recently been underlined by organizations such as the G-20. Depending on how they are defined (and defined differently in different countries), SMEs may have financial needs related to both retail and commercial access. End-user access to financial services is affected by the performance of other metrics. Accessibility, along with the size and depth of the entire financial system, as stated in the previous indicator groups, has a significant impact on the country's real performance, economic growth and overall well-being.

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Evaluation of concession object modernization processes

The results of the application of analytical procedures on the effectiveness of the modernization of the concession object are an informational basis for determining the conformity of the process of realization of the public-private partnership project with the conditions of the concluded concession agreement. This information is particularly relevant for both the concessionaire – the private partner and the grantor of the concession – the state partner in the context of managing the concession activity and in the context of evaluating the fulfillment of the conditions of the concession agreement. The state is interested in the efficiency of use of state property and quality of public services, and the private partner is interested in obtaining the economic (financial) result from the implementation of concession activities, which consist in rendering public services using state property. The issues of development of methodological tools for economic analysis in terms of assessing the effectiveness of the concession facility modernization by the private partner are not developed, therefore, there is a need to create a set of analytical procedures that would allow to determine the cause and effect relationships of the concession object modernization status and identify the reserves of increasing the efficiency of concessionaire modernization operations in order to fulfill the terms of the concession agreement and increase the efficiency of public service delivery.

The mentioned object is special for the realization of public-private partnership in the form of concession as the concession agreements provide for the obligatory modernization of the state property object, which will be used by the concessionaire for the realization of the public service. For example, the PPP (public-private partnership) project in Kherson seaport provides that “under the terms of the concession agreement, for the first three and a half years from the date of the end of transition period, the private investor will be required to make immediate investments to solve operational and environmental issues revealed in the course of the analysis:

- investments in the existing port infrastructure - reconstruction (partial replacement) of existing internal playground engineering networks;
- modernization of warehouses in order to increase their productivity and to comply with the requirements of the legislation;

- engineering and environmental studies including geological, topographic surveys, EIA, studies of the technical condition of hydraulic structures, and, if necessary, the creation of the necessary infrastructure;
- arrangement of a parking space for freight vehicles arriving at a port outside the city or in other convenient place in order to minimize environmental and social impact”[1, p. 4].

According to the calculations made by the selection committee and the consultants involved, the cost of such works will be 215735 thousand UAH. It should be noted that the financing of capital expenditures for the modernization of the concession object can be both own funds and the funds attracted by the concessionaire enterprise. However, according to the preliminary conclusions of the selection committee, the private partner who wins the competition must finance at least 30% of the first-rate investments at the expense of own capital.

Investigating the conclusion on the results of the analysis of the effectiveness of public-private partnership implementation of the project in the seaport of Kherson, we discovered the fact that the private partner should also make additional investments in the amount of 463160 thousand UAH. These capital expenditures are related to the renewal of existing and newly created assets, which may include their repair / reconstruction as well as the creation of new assets (such as the purchase of new portal cranes) to replace the old ones, which will allow the assets to be returned to the state after the concession is completed, which will allow them to be further exploited for the relevant public service. This indicates that, primarily, the state partner is interested in the analytical evaluation of the operation for the modernization of the concession object, and the interest is long-term due to the fact that the terms of the concession contracts can be more than 50 years.

The method of economic analysis of the efficiency of concession object modernization is variable to the system of accounting of the specified process in the accounts of the concessionaire enterprise. The most complete question of organizational and methodological provisions of accounting for operations under concession contracts was presented in the thesis of V.V. Kovalchuk. According to the study, the scientist proposed two options for displaying operations to modernize the object of concession: in accordance with the applicable national concession legislation and in accordance with international financial reporting standards.

The first case involves the display of the concession object on the balance sheet of the concessionaire enterprise, according to which the researcher has suggested the following: «the order of accounting of capital expenditures for the modernization of the concession object is substantiated, in the case that the non-current assets received in concession are reflected in the balance sheet of the concessionaire enterprise. In this case, all capital expenditures are recorded on a specific object in the proposed subaccounts and analytical accounts in the account 15 “Capital Investments”. Subsequently, such

expenses increase the carrying value of the item of fixed assets (fixed assets (account 10), other fixed assets (account 11), intangible assets (account 12), long-term biological assets (account 16)). This approach fully complies with the applicable business legislation, the Law of Ukraine on concessions and accounting regulations (standards). In this direction, the procedure for organizing the analytical accounting as the basis for the formation of a work plan of accounts is substantiated and the procedure for reflection on the accounts is proposed”[2, p. 120].

The features of the second case are conditioned by the requirements of International Financial Reporting Standards, in particular IFRIC 12 “Concession Services”, according to which the concession object is shown as a financial asset or as an intangible asset. V.V. Kovalchuk, in this context, substantiated the following scientific provisions on improving the organization and methodology of accounting the operations for modernization of the object of concession: “The procedure of reflecting capital expenditures for modernization in the case of application of international financial reporting standards is proposed, it provides the following options: the right of the concessionaire to charge users of public services; the unconditional contractual right of the concessionaire to receive money or other financial asset from the grantor of the concession (or at their instruction) for the modernization of the infrastructure; receiving compensation from the concessionaire in excess of the cost for providing infrastructure operation services. In this direction, all costs related to the modernization are included in the capital investment for subaccount 154 “Acquisition (creation) of intangible assets”. We propose to allocate an analytical account 154 “Creation of an intangible asset as a result of fulfillment of the conditions of the concession agreement”.

The researchers for the first time in Ukraine substantiated a comprehensive multivariate mechanism for accounting of transactions under concession contracts, including operations for the modernization of the concession object. Therefore, in the development of the methodology of economic analysis, we will rely on the results of the development of organizational and methodological provisions of accounting.

Considering that the modernization of the concession object is the main provision for the concession contract realization, in the course of economic analysis it is necessary to evaluate the conformity of the capital expenditures incurred with the terms of the contract and the conformity of the technical and economic characteristics of the object.

Due to the need to display the concession object by the elements of non-current assets, the analyst first has to evaluate the correctness of the separation of individual elements and evaluate the need for their modernization. This is caused with the need for further evaluation of the effectiveness of capital expenditures not only on the whole object, but also on individual elements. To do this, we propose to use the following analytical form (Table 1).

Table 1

Analytical Statement for the Concession Object Elemental Distribution

ANALYTICAL STATEMENT FOR THE CONCESSION OBJECT ELEMENTAL DISTRIBUTION

<u>Nº 001/2018</u>				<u>of 02/01/2019.</u>	
Concession Agreement No.				Concession Object	
<u>CA 128490</u>				<u>The integral property complex of water supply and drainage in the city of Malyn</u>	
Agreement Date					
<u>09/11/2017.</u>					
Acceptance-Transfer Date				Object Value (Balance Sheet)	
<u>01/02/2018.</u>				<u>109000000,00 UAH.</u>	
Acceptance-Transfer Act No.				Object Value (Accepted)	
<u>ATA 001 (CA 128490)</u>				<u>102000000,00 UAH.</u>	
Number of elements according to the balance sheet of the liquidated enterprise					<u>2341</u>
Number of elements according to the act of acceptance-transfer					<u>2010</u>
Difference between the data of balance and the act of acceptance					<u>331</u>
Reasons for Rejection		<u>Each object of the fixed assets the balance sheet of which exceeds a certain level (usually the limit of the fixed assets according to the tax legislation, or the limit according to the provisions of the concession agreement) is characterized.</u>			
Nº	Object	Need for modernization	Cost according to the balance sheet of the state-owned enterprise	The cost at which the concessionaire enterprise is put on the balance sheet	Rejection
1.		<u>Overhaul</u>			
2.		<u>Current repair</u>			
...					
N.					
Total					
Number of concession object elements that need modernization					<u>1690</u>
Number of concession object elements that need current repair					<u>302</u>
Number of objects that do not need repair work					
Cost of the accepted elements of the concession object that needs modernization					<u>34000000,00</u>

Conclusions: *the analyst concludes about the quantitative metrics of the objects that need modernization and current repair*

Statement made: Furman I.V. _____

Statement checked: Ivanenko V.K. _____

The proposed reporting form is both analytical and accounting. With regard to accounting functional content, the document mentioned is in fact the register of received fixed assets as elements of a concession object, indicating the value at which they were put on the balance sheet and indicating the book value of the state (municipal) enterprise that was liquidated. In the accounting system, these types of values of fixed assets objects can be displayed differently, both with the allocation of individual values and without the allocation in separate analytical accounts of accounting. It should be noted that the indicated analytical statement is formed on the basis of the act or acts of acceptance-transfer of the concession object by the concessionaire enterprise from the state partner.

Table 2
The Order of Analytical Evaluation of the Received Concession Object by Elements

Output data			
Number of elements received	Total value of objects on the balance sheet of the state-owned enterprise (TVCO SOE)	The total value of objects at which concessionaire enterprises were put on the balance sheet (TVCO CE)	
<u>2010</u>	<u>107000000,00 UAH.</u>	<u>102000000,00 UAH.</u>	
Total coefficient of the accepted value of the concession object by the concessionaire enterprise (k (avco)) (formula)			
<u>$k(avco) = TVCO CE / TVCO SOE$</u>			
Calculation of the total coefficient of the accepted value of the concession object by the concessionaire enterprise			
<u>$k(avco) = 102000000,00 / 107000000,00 = 0,953$</u>			
Calculation of the elemental coefficient of the accepted value of the concession object by the concessionaire enterprise			
Object (element)	Cost according to the balance sheet of the state-owned enterprise	Cost on the balance sheet of the concessionaire enterprise	Coefficient

Conclusions: *the analyst concludes on the increase and / or decrease in the value of the elements of the object, which was accepted by the concessionaire*

Statement made: Furman I.V.

Statement checked: Ivanenko V.K.

In the context of the analytical direction of use of the proposed form "Analytical Statement for the Concession Object Elemental Distribution" it is necessary to point out the following provisions of its functional use:

1) The developed form of analytical reporting allows to identify the concession object elements, which were accepted by the concessionaire enterprise and accordingly were separately reflected in the accounts of the state-owned enterprise that was liquidated. The indicated statement also contains the information on the value of the concession object element, at which it was acquired and was on the balance sheet of the state-owned enterprise. In this context, it is possible to calculate the coefficient of increase / decrease in the value of the property received as a result of the concession by the following analytical procedures (Table 2).

This analytical procedure will allow to determine by what percentage the value of the received object of fixed assets is greater or less than their value at which they were recorded on the balance sheet of the liquidated state / municipal enterprise. Such information is extremely important from the point of view of further analytical evaluation of the effectiveness of public service delivery. It should be noted that the need for revaluation of the elements of the concession object at the moment of their placement on the balance sheet of the concessionaire enterprise is very significant in order to reliably calculate the cost of public services provided on the basis of the concession agreement.

2. On the basis of the proposed analytical statement of the elemental distribution of the concession object, it is possible to evaluate the coefficient of disposal of the concession object elements. That is, the analyst can evaluate the quantitative and cost indicators of the removed elements of the concession. Removed elements of the concession object are those objects of fixed assets that were not accepted by the concessionaire or not placed on the balance sheet of the concessionaire enterprise. For example, as a result of the acceptance-transfer procedure of the concession object, certain elements had such a technical and economic condition that prevented their further use in the performance of concession activities related to the implementation of certain public services. The proposed form of the analytical statement contains the output data for calculation, in particular: the number of elements according to the balance of the liquidated enterprise; the number of elements according to the acceptance-transfer act; the difference between the balance data and the acceptance-transfer act; the value of the object on the balance sheet of the state-owned enterprise; the value of the object according to the acceptance-transfer act. The mentioned output data can be used to calculate the coefficient of disposal for the elements of the concession object. The procedure for calculating this indicator is presented in table 3.

Table 3

The Order for Analytical Evaluation of the Disposal of Concession Object Elements by Elements

Calculation of the coefficient of disposal of concession object elements (by quantity)		
Output data		
Difference between the data of balance and the acceptance-transfer act (Δ TNE SOE / CE)	Total number of elements of the concession object according to the balance sheet of the state-owned enterprise (TNE SOE)	The total number of elements of the concession object that were accepted by the concessionaire enterprise (TNE CE)
<u>331</u>	<u>2341</u>	<u>2010</u>
Coefficient of disposal of concession object elements (by quantity) (k (dcoq)) (formula)		
$k(dcoq) = 1 - TNE\ CE / TNE\ SOE$		
Coefficient of disposal of concession object elements (by quantity)		
$k(dcoq) = 1 - (2010 / 2341) = 0,14$		
Coefficient of disposal of concession object elements (at cost)		
Difference between the data of balance and the acceptance-transfer act (Δ TVE SOE / CE)	Total value of the elements of the concession object according to the balance of the state-owned enterprise (TVE SOE)	Total value of the elements of the concession object that were accepted by the concessionaire enterprise (TVE CE)
<u>7000000,00</u> <u>UAH.</u>	<u>109000000,00</u> <u>UAH</u>	<u>102000000,00</u> <u>UAH</u>
Coefficient of disposal of concession object elements (at cost) (k (dcoc)) (formula)		
$k(dcoc) = 1 - TVE\ CE / TVE\ SOE$		
Coefficient of disposal of concession object elements (at cost)		
$k(dcoc) = 1 - (102000000 / 109000000) = 0,06$		
<u>Substantiation of the need for separate objects of fixed assets for full exploitation of the object of concession for the purposes of providing public services stipulated by the concession agreement</u>		

Conclusions: *the analyst draws conclusions about the ratio between received and disposed elements of fixed assets in quantitative and value calculations and substantiates the reasons (economic or technological) for their disposal*

Statement made: Furman I.V. _____

Statement checked: Ivanenko V.K. _____

The specified direction of analytical support of the management of operations for the modernization of the concession object will allow to determine what further directions the concessionaire should undertake for the acquisition of fixed assets objects. The proposed analytical indicators show how much the concession object received fully meets the operating requirements and needs additional funds for the acquisition of fixed assets objects.

3. The next direction of the analytical support in terms of data analysis of the proposed analytical statement of the elemental distribution of concession objects is the formation of information and analytical support for the ratio of the concession object elements in the part of those who need modernization and those who do not need it. This indicator will allow to determine the output data for further analysis of the process of modernization of the concession object. In this direction, we propose the use of both quantitative and value ratios. In this area, it is worth assessing the need for additional elements in the part of those who were removed because of their moral and physical disability and the part that was accepted by the concessionaire enterprise, but needs modernization. For this purpose we offer the following documentary support of the analytical procedure (Table 4).

Table 4
The Order of Analytical Evaluation of the Concession Object by Elements in Terms of the Need for Modernization

Calculation of the coefficient of the need to upgrade the elements of the concession object			
Output data			
Difference between the data of balance and the acceptance-transfer act ($\Delta TNE\ SOE / CE$)	Total number of elements of the concession object that need modernization (TNE NM)	Total number of elements of the concession object that were accepted by the concessionaire enterprise (TNE CE)	Total number of elements of the concession object according to the balance of the state-owned enterprise (TNE SOE)
<u>331</u>	<u>1690</u>	<u>2010</u>	<u>2341</u>
Coefficient of the need for the modernization of accepted elements of the concession object (by quantity) (k (nmaec)) (formula)			
<i>In relation to the accepted elements of the concession object</i>			
$k(nmaec) = TNE\ NM / TNE\ CE$			
<i>In relation to the elements of the concession object on the balance sheet of the state-owned enterprise</i>			
$k(nmaec) = TNE\ NM / TNE\ SOE$			
Calculation of the coefficient of the need for the modernization of accepted elements of the concession object (by quantity) (k (nmaec))			

<i>In relation to the accepted elements of the concession object</i>			
$k(nmaec) = 1690 / 2010 = 0,84$			
<i>In relation to the elements of the concession object on the balance sheet of the state-owned enterprise</i>			
$k(nmaec) = 1690 / 2341 = 0,72$			
Calculation of the coefficient of the need for the modernization of accepted elements of the concession object (at cost)			
Output data			
Difference between the data of balance and the acceptance-transfer act ($\Delta TVE \text{ SOE} / CE$)	Total value of the elements of the concession object that need modernization (TVE NM)	Total value of the elements of the concession object that were accepted by the concessionaire enterprise (TVE CE)	Total value of the elements of the concession object according to the balance of the state-owned enterprise (TVE SOE)
<u>7000000,00</u>	<u>34000000,00</u>	<u>109000000,00</u>	<u>102000000,00</u>
<u>UAH.</u>	<u>UAH</u>	<u>UAH</u>	<u>UAH</u>
<i>In relation to the accepted elements of the concession object</i>			
$k(nmaec) = TVE \text{ NM} / TVE \text{ CE}$			
<i>In relation to the elements of the concession object on the balance sheet of the state-owned enterprise</i>			
$k(nmaec) = TVE \text{ NM} / TVE \text{ SOE}$			
Calculation of the coefficient of the need for the modernization of accepted elements of the concession object (at cost) (k (nmaec))			
<i>In relation to the accepted elements of the concession object</i>			
$k(nmaec) = 34000000,00 / 109000000,00 = 0,31$			
<i>In relation to the elements of the concession object on the balance sheet of the state-owned enterprise</i>			
$k(nmaec) = 34000000,00 / 102000000,00 = 0,33$			

Conclusions: the analyst concludes on the need to modernize the elements of the concession object in terms of both value and quantity

Statement made: Furman I.V. _____

Statement checked: Ivanenko V.K. _____

The calculation of these indicators makes it possible to assess the need for modernization (in terms of value and quantity) of the elements of the concession object. Their calculation on the basis of the Analytical statement of the elemental distribution of the concession object can serve as output data for further evaluation of the effectiveness of the modernization of the concession object elements. In particular, the calculation of these indicators at the end of future reporting periods will allow to determine by what percentage the object of concession was upgraded in relation to the output data for the beginning of the concession activity.

4. The issue of evaluating the planned indicators of the expenditures for modernization of the concession object as a whole and its individual elements, which is the basis for forecasting the concession activity at the stage of modernization, becomes important. In this context, it is worth evaluating the ratio:

a) between the value of the concession object, which it was accepted by the concessionaire enterprise and the planned capital expenditures for their modernization;

b) between the value of the concession object in accordance with the balance sheet of the liquidated state-owned enterprise and the planned capital expenditures for their modernization;

c) between the value of the removed elements of the concession object at the time of acceptance and transfer and the planned capital expenditures for their modernization;

d) between the value of the concession object elements, which need modernization and the planned capital expenditures for their modernization;

The above mentioned information is presented in the developed analytical form (Table 5).

The use of the proposed analytical procedures will establish the suitability of the concession object to operate it for the purpose of providing public services. Such information will be useful for both the public and private partner of the public-private partnership project, which is implemented in the form of the concession. Thus, the state partner will know how many times the value of the concession object will increase as a result of the concession.

The proposed directions of the preliminary analysis of the operations for the modernization of the concession object are the basis for further analytical procedures that will allow to form the analytical support for the management of the concession activity at the stage of modernization of the concession object.

Table 5

The Order of Analytical Evaluation of Planned Expenditures for Modernization of Elements of the Concession Object

Output data				
Difference between the data of balance and the acceptance-transfer act ($\Delta TVE\ SOE / CE$)	Total value of the elements of the concession object that need modernization (TVE NM)	Total value of the elements of the concession object that were accepted by the concessionaire enterprise (TVE CE)	Total value of the elements of the concession object according to the balance of the state-owned enterprise (TVE SOE)	Total value of capital expenditures for modernization (TVEM)
<u>70000000,00 UAH</u>	<u>340000000,00 UAH</u>	<u>102000000,00 UAH</u>	<u>1090000000,00 UAH</u>	<u>1040000000,00 UAH</u>
Coefficient of need for modernization in relation to the concession object elements accepted to the balance sheet of the concessionaire enterprise (formula)				
$k(nmec\ tve\ ce) = TVEM / TVE\ CE$				
Calculation of the coefficient of need for modernization in relation to the concession object elements accepted to the balance sheet of the concessionaire enterprise				
$k(nmec\ tve\ ce) = 104000000,00 / 102000000,00 = 1,02$				
Coefficient of need for modernization in relation to the concession object elements according to the balance sheet of the liquidated state-owned enterprise (formula)				
$k(nmec\ tve\ soe) = TVEM / TVE\ SOE$				
Calculation of the coefficient of need for modernization in relation to the concession object elements according to the balance sheet of the liquidated state-owned enterprise				
$k(nmec\ tve\ soe) = 104000000,00 / 109000000,00 = 0,95$				
Coefficient of need for modernization in relation to the concession object elements removed in the course of acceptance-transfer (formula)				
$k(nmec\ \Delta\ TVE\ SOE / CE) = TVEM / \Delta\ TVE\ SOE / CE$				
Calculation of the coefficient of need for modernization in relation to the concession object elements removed in the course of acceptance-transfer				
$k(nmec\ tve\ ce) = 104000000,00 / 7000000,00 = 14,86$				
Coefficient of need for modernization in relation to the concession object elements that need modernization (formula)				
$k(nmec\ \Delta\ TVE\ SOE / CE) = TVEM / \Delta\ TVE\ SOE / CE$				
Calculation of the coefficient of need for modernization in relation to the concession object elements that need modernization				
$k(nmec\ tve\ ce) = 104000000,00 / 34000000,00 = 3,06$				

Conclusions: the analyst draws conclusions about the ratio of capital expenditures for the modernization of the concession object and the value of the accepted and removed concession object elements

Statement made: Furman I.V.

Statement checked: Ivanenko V.K.

The next step in the formation of the analytical support for managing the processes of modernization of the concession object is to evaluate the budget of capital expenditures for modernization. When planning the capital expenditures for the modernization of an object, estimated documentation is compiled. Its formation involves the use of a set of analytical procedures, which are provided by national legislation. In our case, we suggest exploring the overall plan of capital expenditures of the concessionaire enterprise. To do this, we propose to create the analytical statement providing the analysis of capital expenditures by elements:

- labour expenditures - direct and indirect labor expenditures to the concessionaire enterprise employees involved in the modernization of the concession object;

- expenditures for social measures - deductions for social measures, in accordance with the current legislation, from the salaries of concessionaire enterprise employees involved in the modernization of the concession object;

- material expenditures - the material expenditures of the concessionaire enterprise, which will be incurred as a result of operations on the modernization of the concession object and its own fixed assets of the concessionaire enterprise for the purpose of further use of the public service realization;

- depreciation - depreciation of own and received concessionary fixed assets that will be used by the concessionaire enterprise to modernize the concession object and own fixed assets that will be involved in the public service implementation;

- other expenditures. - expenditures associated with the use of third-party services (construction, installation, consulting, leasing of fixed assets, utilities, etc.).

According to the results of the statement, it is necessary to form the structure of future capital expenditures for modernization in the context of each individual element of the concession object and the objects of its own fixed assets. In addition, it is necessary to analyze the structure of total planned capital expenditures for depreciation. The information source for this statement will be the estimated documentation. For the analysis of the information in the context of the reporting periods, we propose to generate the analytical statement of planned capital expenditures by periods in the context of the elements, which will also allow to evaluate the dynamics.

At the end of the reporting period or the complete upgrade cycle of the concession object, analysts will analyze the effectiveness of the capital expenditures incurred, therefore, we propose to upgrade the above presented analytical statement for the evaluation of the planned expenditures for modernization by the concessionaire enterprise at cost. The information source for this statement will be the estimated documentation for the beginning of the works, the documentation for adjusting the estimation and

accounting data on the actual incurred capital expenditures for the modernization of concession objects and its own fixed assets.

The information for the indicated analytical statement will serve accounting data including the information about subaccounts and analytical accounts. Accordingly, the information content will depend on the specific organization of analytical accounting of the concessionaire enterprise. In order to fully evaluate the effectiveness of the expenditures for modernization and formation of high-quality information and analytical support, we propose to allocate analytical accounts of the first level in the structure of each subaccount of fixed assets accounts in the following directions: the objects of fixed assets received in the course of concession; the objects of fixed assets that are owned by the concessionaire enterprise.

In the context of the above mentioned, the information content of the presented statements will be formed in the following directions:

- actual material expenditures: the debit turnover of the relevant subaccount to the account 15 "Capital Investments" with the credit turnover of accounts 20 "Production Inventories" (201 "Raw Materials", 202 "Purchasing Semi-finished Products and Components", 203 "Fuel", 204 "Containers and Packaging Materials", 205 "Building Materials", 207 "Spare Parts", 208 "Agricultural Materials", 209 "Other Materials"); 21 "Current Biological Assets" (211 "Current Biological Assets of Plant at Fair Value"); 22 "Low Value Items and Wearables"; 25 "Semi-Finished Products". It is possible to use the data of analytical accounts. However, such detailing is needed only for significant deviation in a particular type of material, but in other cases it can only reduce the quality of the information content for the analytical procedures;

- actual labour expenditures: the debit turnover of the relevant subaccount to the account 15 "Capital Investments" with the credit turnover of the account 66 "Payments to Employees" (661 "Payroll"). According to the subaccount 661 "Payroll" accounting should be kept in the category of employees, which will allow the full presentation of information in the estimate and in the subsequent working documents of the analyst;

- actual expenditures of social activities: the debit turnover of the corresponding subaccount to the account 15 "Capital Investments" with the credit turnover of the account 65 "Insurance Calculations" (651 "Calculations for Compulsory State Social Insurance"). According to the subaccount 651 "Calculations for Compulsory State Social Insurance" the accounting should be kept in the category of employees, which will allow to fully present the information in the estimate and in the further working documents of the analyst;

- actually calculated depreciation of fixed assets. In this context, it is necessary to distinguish between the calculated depreciation on fixed assets received in the course of the concession and fixed assets owned by the concessionaire enterprise. V.V. worked in this direction. Kovalchuk, who has

developed systems for analytical accounting of the depreciation of fixed assets of the concessionaire, with which we agree and consider it necessary to use for analytical evaluation of modernization efficiency (Table 6);

Table 6

Organization of Analytical Accounting of Depreciation of Fixed Assets Received in Concession under V.V. Kovalchuk [1]

Synthetic Accounts		Subaccounts		Analytical accounts	
Code	Name	Code	Name	Code	Name
1	2	3	4	5	6
13	Depreciation (amortization) of fixed assets	131	Depreciation of fixed assets	131.1	Depreciation of own fixed assets
				131.2	Depreciation of fixed assets received in the course of concession
				131.3	Depreciation of fixed assets received from other sources
		132	Depreciation of other fixed tangible assets	132.1	Depreciation of other own fixed tangible assets
				132.2	Depreciation of other fixed tangible assets received in the course of concession
				132.3	Depreciation of other fixed tangible assets received from other sources
		133	Accumulated depreciation of intangible assets	133.1	Accumulated depreciation of own intangible assets
				133.2	Accumulated depreciation of intangible assets received in the course of concession
				133.3	Accumulated depreciation of intangible assets received from other sources
		134	Accumulated depreciation of long-term biological assets	134.1	Accumulated depreciation of own long-term biological assets
				134.2	Accumulated depreciation of long-term biological assets received in the course of concession
				134.3	Accumulated depreciation of long-term biological assets received from other sources

The specified directions of formation of the information support of economic analysis of capital expenditure efficiency for the modernization of the concession object should be determined by internal regulations. In particular, the accounting policy and the workplan of the account should include the appropriate analytical accounts that will fully provide the information needs for analytical procedures. Only the integrated accounting and analytical support system will allow to fully create the quality information support.

Thus, according to the results of the study, we have substantiated the organizational and methodological provisions of economic analysis of capital expenditures for the modernization of the concession object in the following directions:

1. The system of analytical indicators to assess the condition and need for modernization of the concession object and its own fixed assets was developed, in particular:
 - 1) the total coefficient of the accepted value of the concession object by the concessionaire enterprise;
 - 2) the elemental coefficient of the accepted value of the concession object by the concessionaire enterprise;
 - 3) the coefficient of disposal of the concession object elements (in quantity and at cost);
 - 4) the coefficient of the need for modernization of the concession object elements (in terms of quantity and cost);
 - 5) the coefficient of the need for modernization in relation to the concession object elements, which were taken on the balance sheet of the concessionaire enterprise;
 - 6) the coefficient of the need for modernization in relation to the concession object elements according to the balance sheet of the liquidated state-owned enterprise;
 - 7) the coefficient of the need for modernization in relation to the concession object elements removed during the acceptance-transfer process;
 - 8) the coefficient of the need for modernization in relation to the concession object elements that need modernization;
2. The procedure for the analytical evaluation of planned and actual capital expenditures for the modernization of the concession object and its own fixed assets has been developed, which is a basis for evaluating the fulfillment of the conditions of the concession agreement (of public-private partnership);
3. The systems of documentary support of analytical procedures have been developed, in particular, the forms of analyst's working papers have been proposed:
 - analytical statement of the elemental distribution of the concession object;

-working documents of the procedures of analytical evaluation of the received object of concession by elements; the disposal of elements of concession object by elements; the disposal of elements of concession object by elements in terms of need for modernization, planned expenditures for modernization of concession object elements, planned expenditures for modernization by the concessionaire enterprise in terms of expenditure elements, the expenditures for modernization by the concessionaire enterprise in terms of expenditure elements.

The implementation of the above-mentioned will allow to form a comprehensive information and analytical support for the management decision making regarding the fulfillment of the conditions of the concession agreement and completion of the relevant stages of the public-private partnership project realization.

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2. Kovalchuk, V.V. (2019). *Buhgalters'kyj oblik operacij za dogovoramy koncesii'* [Accounting for operations under concession agreements]. Extended abstract of candidate's thesis. Zhytomyr [in Ukrainian].

Analytical components of management accounting in state higher education institutions: identification and vector direction

The current conditions for the functioning of the State Higher Education Institutions need maximize the efficiency of the activities of these entities, as repeatedly stated by the Government of Ukraine and the Minister of Education and Science of Ukraine in particular. At present, there is lack of sufficient financial resources to cover the costs of the State Higher Education Institutions has necessitated reducing its network and optimizing its structure, as well as providing financial support solely on the basis of plans and effective indicators. Therefore, the issue of the development of management accounting in general as an important element of information and analytical support of the management system of these entities requires theoretical substantiation and practical reflection in the context of general systemic and structural-elemental approaches.

The problems of management accounting in general and management reporting in particular have been studied by such scientists as: A. Upcher, M.O. Bakhrushina, P. Brewer, F.F. Butynets, M.A. Vakhrushina, S.F. Golov, R. Harrison, Z.V. Gutsaylyuk, T.V. Davydyuk, V.M. Dobrovsky, K. Drury, T.P. Karpova, O.D. Kaverina, V.E. Kerimov, M.V. Koryagin, M.I. Kuzhelny, P.O. Kutsik, B. Niedzl, L.V. Napadovskaya, S.A. Nikolaev, E. Noreen, V.F. Pali, J. Rees, B. Ryan, T. Scone, E.V. Sokolov, V.V. Sopko, V.I. Tkach, M.V. Tkach, C. Horngren, M.G. Chumachenko, A.D. Sheremet, A. Yarugova. A stable basis and methodical superstructure of the subsystem of management accounting of subjects of the industrial sector of the economy were formed in these authors' researches. The development of theoretical, methodological, organizational and methodological positions of accounting in the budgetary sphere of Ukraine was carried out by the national scientists P.Y. Atamas, L.O. Gutsaylyuk, R.T. Yoga, O.O. Doroshenko, T.V. Kaneva, Yu. Kondratyuk, S.O. Levitskaya, L.G. Lovinskaya, S.V. Svirko, N.I. Sushko, A.I. Farion, I.D. Farion, O.O. Chechulin. The problems of formation of the subsystem of management reporting in the State Educational Institution were directly elaborated in the following theses of local scientists: Kondrashova T. – "Management Accounting at the State Educational Establishment" (2007), Kharchuk Yu. – "Accounting and Analytical Assurance of Financial Sustainability of Higher Educational Institutions of State and Communal

Property” (2014), Grigoriv O. – “Budgeting in the Management Accounting System at the State Educational Establishment: Methodology and Organization” (2014). The research of the above-mentioned theses shows that there is no actual consideration of the issues of construction of analytical cluster of management accounting at the State Educational Establishment both from theoretical point of view and practical. Consideration of the general provisions of management accounting in general indicates the ambiguous interpretation of the place and the role of its specified component and the lack of its clear identification.

The purpose of the research is to identify the location and formulate the areas of the analytical component of the management accounting of the State Higher Education Institutions.

The issue of the analytical component within the management accounting subsystem is variously considered in scientific resources. We want to mention that there is no single point of view on this question: in fact, quite often this segment of management accounting is identified with “management analysis”.

Thus, the authors of the short course “Management Analysis” believe that “management analysis – is part of economic analysis, which is a system of specialist knowledge associated with the study of enterprise resources in connection with its capabilities, which are influenced by the active and subjective factors, with the aim of improving the efficiency of financial results and the development of tactical and strategic management”[16].

Authors Gaydaenko O.M., Shevchuk N.S. point out that “... at this stage management analysis is a section of economic analysis and an integral part of management accounting, the main content of which is to study the past, current and future activities of business entities. ... Thus, management analysis is a comprehensive analysis of internal resources and external capabilities of an enterprise, aimed at assessing the current state of business, its strengths and weaknesses, identifying strategic problems.” [6, P. 8].

Professor Sadovskaya I.B. notes that “... the structure of accounting and analytical management system consists of the following elements: management planning, management accounting, management analysis, management control and management budgeting” [19, p. 500], concluding that “... management analysis is the process of determining the factors of influence on the corresponding development of events, determining the state of the enterprise by conducting mathematical calculations, generalizing analytical information on the target need, and forming verbal laconic conclusions with suggestions to overcome a crisis or efficient usage of available funds.”[16, P. 503].

According to Vakhrushina M.A., “... accounting management has an inherent analytical function. Thus, management analysis is one of the components of accounting management...” [5, P. 10].

The scientists Skrypnyk N.V. and Rileyev S.V. noted that “... the accounting and analytical space is closed by accounting as a comprehensive system. Management analysis, being a part of it, subordinates management accounting...” [20, P. 285].

Therefore, management analysis is understood by the scientists as:

- part of economic analysis;
- unit of economic analysis and component of management accounting;
- element of accounting and analytical management system with management planning, management accounting, management control and management budgeting;
- component of accounting management;
- the part of the accounting system that subordinates management accounting.

Examining the above items in the context of the management accounting subsystem, we note that management analysis is identified as part of management accounting, an analytical analogue of the latter as an element of the management system or part of the system, including management accounting. Obviously, such diversity in approaches requires consideration of one's own definition of “management accounting”.

Horngren C.T., Foster J. in their fundamental research on management accounting indicate that “...management accounting is the identification, measurement, collection, systematization, analysis, decomposition, interpretation and transmission of information necessary for the management of any objects” [22, P. 8].

Famous composite authors which consists of R. Garrison, E. Noreen, P. Brewer emphasize that “... management accounting is a kind of accounting associated with providing information to management for usage in the planning and control of activity and decision making” [7, P. 38].

The eminent scientist and specialist in the field of management accounting K. Drurie notes that “... management accounting is the provision of information to individuals within their own organization, on the basis of which they make more informed decisions and increase the efficiency and effectiveness of operations ...” [12, P.25].

Developer of Management and Financial Accounting process in Ukraine Professor Golov S.F. indicates that “... management accounting is the process of identifying, measuring, accumulating, analyzing, preparing, interpreting and transmitting information used by management to plan, evaluate and control within the organization and to ensure appropriate accountable usage of resources ...”. [8]

The composite authors led by Butinets F.F. understood in management accounting “... the process of discovering, measuring, accumulating, analyzing, preparing, interpreting and transmitting information used by management to plan, evaluate and control within the enterprise ...” [3].

Academician Chumachenko M.G., as the sponsor of management accounting in the USSR, argued that the main function of management accounting is to draw up preliminary cost estimates, expeditious detection of deviations from the estimates, systematic analysis of production costs and management decisions based on their cost [23].

It should be noted that none of the definitions distinguishes within the subsystem of management accounting – management analysis, emphasizing the existence of an appropriate component – analysis, which, by definition, actually acts as an appropriate stage of management accounting.

So, according to the assumption of Vakhrushina M.A. the presence of financial and management analysis, it would be logical to make a conclusion that there is a management accounting and analytical component of management accounting, which is in the intersection of the area of management accounting and management analysis (Automated system of management) (Fig. 1).

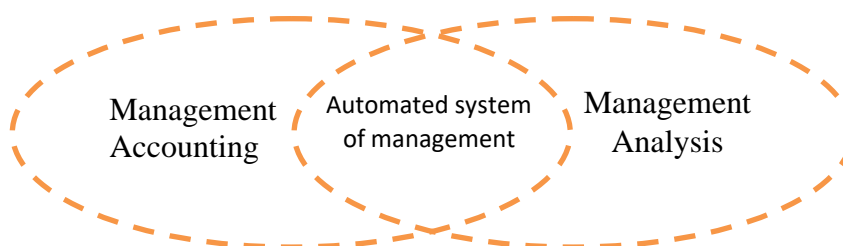


Fig. 1. The relation between the concepts of “management accounting” and “management analysis”

The development of the analytical component of management accounting in the State Higher Education Institutions requires the study of classical approaches to the structural content. Let us turn to the works of the most authoritative researches of the world, who were concerned with the problems of management accounting, in chronological order of their publication.

Yes, C.T. Horngren, J. Foster in the book “Accounting: Managerial Aspect” offer the following areas of analytical work within management accounting [22]:

- “cost – activity – profit” analysis;
- cost fluctuation analysis;

Ray Vander Wiel in «Management Accounting» emphasizes the need for analytical reporting.

Alan Upcher in his scientific and practical research “Management Accounting: Principles and Practice” identifies the following vector directions of analysis within the management accounting subsystem [1]:

- “cost – activity – profit” analysis;
- cost analysis;

- analysis of relevant expenses;
- analysis of budget deviations;

Colin Drury, in his research, “Management and Production Accounting”, identifies the following areas of analytical research [12]:

- “cost – activity – profit” analysis;
- relevant cost analysis;
- profitability analysis;
- analysis of cost deviations, their dynamics;
- analysis of investment decisions.

Ray Garrison, Eric Noreen, Peter Brewer, in the collective research “Management Accounting” note the following areas of the analytical component of management accounting [7]:

- analysis of cost dynamics;
- “cost – activity – profit” analysis;
- analysis of business resources;
- analysis of deviations of actual indicators from budget indicators;
- analysis of overhead expenses;
- analysis of relevant expenses;
- analysis of investment projects;
- analysis of the cash flow statement;
- analysis of financial statements;
- profitability analysis;

Studying the presented positions and conducting a simple “vulgar” comparison of approaches indicates a gradual rather active development of the analytical segment of the management accounting subsystem over the last 20 years.

During the research at the same period of time the development of management accounting such believes of Ukrainian scientists were revealed.

Thus, in the first local research on management accounting “Financial and management accounting”, which belongs to the famous scientists-accountants S.F. Golov and V.I. Efimenko emphasize the need to start accounting practice in our country [10]:

- analysis of the relationship between costs, activity and profit;
- analysis of relevant information for making operational decisions;
- cash flow analysis for long-term decision making;

Professor L.V. Napadovskaya in the monographic study “Management accounting” substantiates the need for analytical processing of costs within the management and accounting subsystem [17].

In his later research “Management Accounting”, the leading scientist-accountant Professor S.F. Golov distinguished the following analytical directions [9]:

- analysis of the relationship between costs, activity and profit;
- analysis of relevant information for management decisions;
- analysis for long-term investment decision-making;

Famous scientist P.Y. Atamas in the research “Management accounting” emphasized on the following elements of the analytical component of management accounting [2]:

- cost-volume-profit relationship analysis;
- differential analysis of relevant information for management decisions;
- analysis for long-term decision making;

Scientists O.V. Karpenko, D.V. Karpenko in the research “Management accounting” offer the following areas of analytical research within the management accounting subsystem [14]:

- analysis of the relationship between expenses, output, activity and profit;
- analysis of relevant information for management decisions;

As can be seen from the presented positions, the local scientists in some way duplicate the known approaches in the world without taking into account the latest developments and trends. At the same time, the scientists avoid the consideration of approaches to analytical support of management accounting in the budget sphere (in foreign sources, there are occasional references to attempts to establish management accounting in non-profit organizations and the unsatisfactory state of this process is noted).

The development of the analytical component of management accounting in the State Higher Education Institutions should take into account such starting points as the activity of the latter, and therefore the features of the frame structure and its substantive filling of the management accounting of the above entities. Recall that the peculiarities of the function of the State Higher Education Institutions is the division of their activities into the financial and budgetary (a set of actions in the field of finance in the purpose of covering the expenditures / expenditures by the relevant revenues in the process of performing the functions assigned to them by the state) and economic (non-profit activities in the intangible sphere of public production, aimed at provision of services of value character, performance of works that have a definite value) [13, P.109, 113]. Within the distinguished components of activity the peculiarities are identified that influence the development of management accounting in general and its analytical component in particular [13, P.109 – 113, 118; 20; 21; 22; 23]:

- participation in the budget process (according to Article 2 of the Budget Code of Ukraine, the process of drawing up, reviewing, approving, executing budgets, reporting on their implementation, as well as monitoring the observance of budget legislation), within which these entities, first of all, to establish authority to obtain revenues and to allocate budget allocations for budgetary commitments and payments according to budgetary allocations. As participants in the budget process (Article 19 of the Budget Code of Ukraine), the State Higher Education Institutions enter into external fiscal relations with its other entities, which are collectively identified as spending units;

- in general, its financial indicators are regulated by an estimate – main planning financial document, which sets during the budgetary period, and has the authority to receive revenue and allocate budgetary appropriations for budgetary commitments and payments to fulfill the functions of the budgetary institution and achieve the results determined according to budgetary appropriations (item 30 of Article 2 of the Budget Code of Ukraine);

- it is built on the basis of non-profitability (item 12 of Article 2 of the Budget Code of Ukraine), since these entities are fully maintained at the expense of state or local budgets (according to Article 14.1.121 of the Tax Code of Ukraine non-profit enterprises, institutions and organizations – non-profit enterprises, institutions and organizations that are not payers of corporate income tax, as they simultaneously meet the requirements of Article 133.4 of the Tax Code of Ukraine: they are established and registered in the manner prescribed by law nominative governing activities of the non-profit organization concerned; their constituent documents (non-profit organization operates according to the law which is based on constituent documents of a higher-level organization), except for budgetary institutions, contain a prohibition on the distribution of received income (profits) or their part among the founders (participants), members of such organization, employees (except for remuneration for their work, accrual of a single social contribution), members of management bodies and other related members; the constituent documents (or the constituent documents of a higher-level organization on the basis of which the non-profit organization operates in accordance with the law), in addition to budgetary institutions, they provide the transfer of assets to one or more non-profit organizations of the relevant type or to the budget income in the event of termination of the legal entity (as a result of it liquidation, merger, division, accession or conversion); income (profits) of a non-profit organization is used solely to finance expenses for the maintenance of such non-profit organization, the realization of the purpose (goals, objectives) and activities defined by its constituent documents). Consequently, the concept of "profit" and "loss" according to international practice suggest the terms "net surplus" and "net deficit" respectively;

- it should be considered not so much in economic, but in socio-political aspect (since the State Higher Education Institutions are intended to perform state functions: education (Article 53 of the Constitution of Ukraine), providing with literary, artistic, scientific and technical creativity (Article 54 of the Constitution of Ukraine);

The above features are decisive in the formation of the structure and substantive content of management accounting in the State Higher Education Institutions, in particular [13, P.527-543, 590-611]:

- inclusion of budget planning in the budget planning system (in the conditions of introduction of management accounting elements in the practice of accounting process of the State Higher Education Institutions, the

latter may make estimates for the centers of responsibility, which are plans of structural units activity for the future year, expressed mainly in the monetary measure. Such financial planning documents may determine the amount of costs for the production of the products activity of the State Higher Education Institutions by types of resources which are used, stages of production activities, levels of management and other areas of costs, as well as revenues from such activities, financial results and financial flows. Estimation responsibility centers are carried out in the context of the development of cost standards for individual activities and preparation based on the actual cost centers. Modern approaches to the implementation and construction of budgets require the identification of centers of accountability within the framework of the target program method. At the center of the program-based method of planning and implementing budgets and estimates a budget program is presented whose objectives must meet the following requirements: be result-oriented; express the results in quantitative measures; determine the timing of tasks; to be specific. It should be mentioned that, as a rule, several budget programs are implemented within the State Higher Education Institutions, and their organizational structure provides for the distribution of functional authorities by structural units of the institution; therefore, the estimated budget for each budget program is in fact an estimate of the relevant structural units implementing these programs. The effective status of the centers of estimated responsibility for such structural units is provided by the effective indicators within the budget programs, formed according to the regulations of the program-target method and the budget process. Effective indicators are important for estimating budget expenditures, planning activities within budget programs, as they will establish the level of efficiency and cost-effectiveness (ratio of results to costs); to confirm the necessity of these programs and their true fulfillment of the stated purpose; and provide an opportunity to compare the success of similar programs (such as education) with different major spending units and to evaluate the dynamics of their implementation, which allows you to select the most effective budget programs in the allocation of limited budget resources. Effective indicators are grouped into the following types: cost indicators; product indicators; effective indicators; quality indicators. The usage of effective indicators allows you to: show the effectiveness of the budget funds usage clearly, the ratio of results and costs, the duration of implementation of the budget program, its need and relevance to a specific goal, as well as to compare the results of budget programs in the dynamics by years and between the main spending units, to determine the most effective budgetary programs in the allocation of budgetary funds; analyzing the qualitative and quantitative status of implementation of the budget program in terms of financial support for the implementation of its measures and effectiveness of implementation;

• Identification of specific centers of responsibility (according to theoretical and practical assets of the world management accounting subsystem, within the management accounting of the State Higher Education Institutions, the following types of centers of responsibility can be distinguished: 1) by the functions which are performed by the centers of responsibility: basic (involved in the services providing, tasks and production product, their implementation, provision, management of these processes directly; ancillary (provide services, perform tasks, create a product not for external consumers, but for the main centers of responsibility); 2) by scope of authority and responsibility: expenses centers; revenue centers; centers of financial results and responsibility; investment centers);

An analytical research of strategic perspectives in the context of management accounting is also important.

On the basis of the information which was presented early, the following structure of the analytical segment of management accounting of the State Higher Education Institutions is suggested:

- expenses analysis (relevant, direct and invoiced, by elements and items, according to cost classification codes in the context of factors),
- income analysis (by type, fund, group and subgroup in the context of factors);
- analysis of financial results (by type in the context of factors);
- “cost – activity – surplus” analysis;
- analysis of activity resources;
- analysis of deviations of actual indicators from budget indicators;
- analysis of the implementation of estimates by the centers of budget planning;
- analysis of budget programs before implementation;
- analysis of investment projects;
- financial responsibility analysis;
- analysis within strategic planning (redundancy (product activity and consumer / customer services / works); SWOT analysis, etc.);

This approach will ensure maximum consideration of the peculiarities of the State Higher Education Institutions activity in the new conditions of their functioning as subjects of the economic complex of Ukraine, as well as the budget process and system, requests of the management apparatus and will allow to form effective analytical support of management accounting of the State Higher Education Institutions.

The development of the analytical component of the management accounting of the State Higher Education Institutions as an organic cluster of the last accounting subsystem is not complete, since it requires detailing each of the identified areas of analysis. However, it is advisable to associate this process with the control mechanism of the management accounting subsystem, which, in particular, forms a request to the specified analytical component of the management accounting subsystem. Integrated

development of these sub-components of the management account of the State Higher Education Institutions will provide stability and effectiveness of the latter, which in turn will help to increase the efficiency of the State Higher Education Institutions activity.

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Current state of consulting service in Ukraine and in the world

Business security consulting services is a special type of consulting, but in spite the fact that business threats are becoming stronger and cover most areas of business, this service is in little demand on the domestic market “The benefits of consulting in business are that consulting firms have knowledge that ordinary employees do not possess, they accumulate considerable experience with many clients during their activities, they have sufficient time to study the problem in detail, they are independent and able to implement their recommendations »[9, p. 291]. In order to determine the directions of consulting development in Ukraine, there is a need for analytical assessment of the current state of this market both in Ukraine and in the World. This will identify the place of consulting services in the field of security as a specific innovative product, as well as will allow identifying the characteristics of business activities of consulting companies in the field of business security.

Issues of consulting business development in Ukraine and the World were discussed in the works of scientists: Verba V.A., Reshetnyak T.I. [5], Kalna-Dubiniuk T.P. [7], Posadsky A.P. [11], Barney J. [2], Verba V.A. [4], Reshetnyak T.I. [12], Kuznetsov E.A. [10] and others.

The modern world is developing at a rapid pace, driven by different the evolutionary factors. Establishing relationships in the international relationship market necessitates the need to involve a large number of specialists in various specializations, which implies high costs. Increasingly, visits to the consulting service markets are gaining popularity, with a focus on providing an adequately functioning system where infrastructure is a key element.

“Consulting services in Ukraine are relatively new activity, but the experience gained from using such services, which are, first and foremost, borrowing from the experience of other countries and attracting investments, has proved the objective need for further development of consulting activities in the country. Demand for the above services is driven by the fact that due to the global and local growth of commercial, technological and entrepreneurial activity and related problems for entrepreneurs, as well as investors, there is an increasing need for critical evaluation of the activity by independent highly qualified specialists with the further recommendations and advice on various issues of production activity”[8, p. 54].

“The consulting services sector in Ukraine is quite promising and is in the stage of its development. Today, the main problems that hinder the development of consulting in Ukraine and require immediate solution are the a quality of consulting services, lack of knowledge and experience in the field of management consulting in market conditions, and a low level of consulting culture, etc. The world community has already appreciated the benefits of applying close cooperation with consulting structures for both private companies and public institutions of any sphere of activity. But, in Ukraine the demand for consulting services is still far behind the world level”[15, p. 173].

“The economic crisis in Ukraine has provoked the emergence of managerial and business problems that need to be solved by business optimizing, improving the efficiency of enterprises and organizations functioning, that is, by means of progressive changes in the activity of economic entities. Today, there is a growing need for professional consulting, as it is difficult for the management of enterprises and organizations to make effective managerial decisions due to the lack of skills and abilities during the economic crisis. Unlike in advanced market economies, where consultancy cooperation is in high demand, In Ukraine, consulting has been used only sporadically and, most often, when the business entity is in crisis”[9, p. 290].

The consulting market in Ukraine offers intellectual services that are a product of the market. After completing the necessary tasks, all service remain with the owner and ready for later use and it is the main advantage of such services. Thus, consulting allows satisfying the needs of consumers of different fields by attracting specialists for a certain period.

The development of consulting in Ukraine was conditioned by certain steps shown in Fig. 1.

Considering all the steps, we can note the positive trend of consulting development in Ukraine. However, the development of consulting firms was characterized by spontaneity, as it was constantly influenced by foreign countries. Despite this impact, companies began to rapidly develop and open research institutes, develop and implement new methods of management, administration, business and other services that provide rapid growth in the efficiency of all industries.

The process of privatization of state property has become a new impetus for the development of consulting firms of domestic and foreign influence.

Considering the recent years, there has been a significant revolution in the consulting market, with changes in the structure of operation and the quantitative composition of participants.

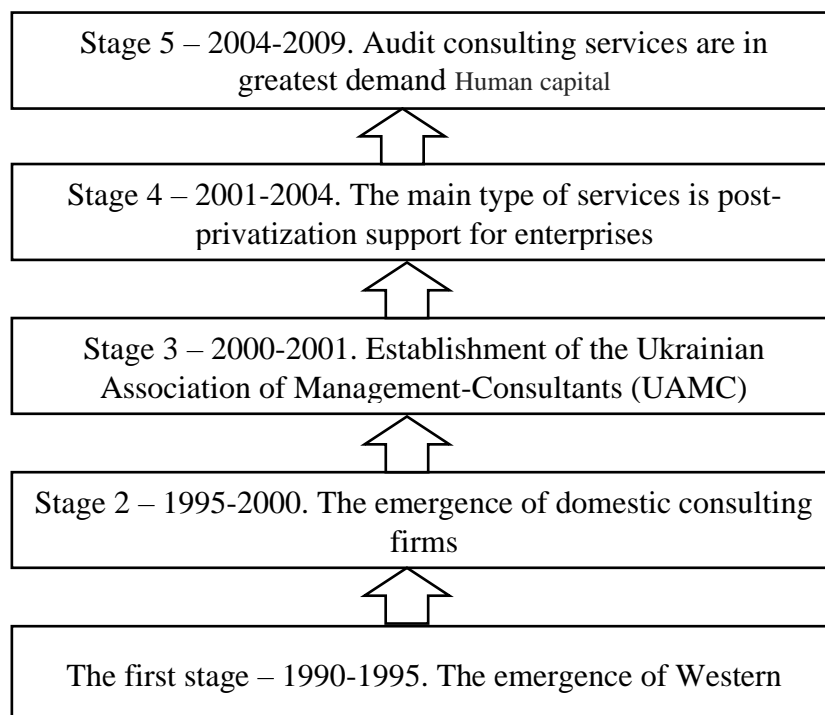


Fig. 1. Stages of formation of consulting market in Ukraine

The consulting services market in Ukraine is not standalone, but it has a large number of international consulting firms listed in Table. 1.

International consulting companies created and developed their core business in the country at together with their regular clients - large industrial, international corporations, which allowed studying the demand and problems of companies and quickly responding to changes. Thus, most services focused on basic market research, auditing, features of business process development, and consolidation of financial statements. Market research is relevant not only to existing businesses but also to creating new ones by choosing the right niche in the market. However, the firms specialized in the development of non-profit projects.

Large Ukrainian consulting companies have experienced rapid development only in the process of privatization of state property. UkrBusinessConsulting is an association of consulting firms that researched that enterprises started their activity in providing comprehensive privatization services where they provided a clear idea of governance, legislation and taxation.

Small Ukrainian consulting firms were developing on a clearly chosen specialization; the number of their actions was limited by opportunities. Unlike other firms, the proportion of small consulting groups is large, as each of them deals with its chosen issue.

Table 1.

Segmentation of the consulting services market in Ukraine

Group	Service	Client
<i>1</i>	<i>2</i>	<i>3</i>
International consulting companies: McKinsey & Partners, Bain, Roland Berger & Partners, Dr. Wieselhuber & Partners .; The "Big Four" audit companies: Pricewaterhouse Coopers, Ernst & Young, Deloitte & Touche, KPMG and "second tier" companies: BDO, Baker Tilly, Nielsen.	- technical assistance projects; - restructuring of enterprises; - global economic rehabilitation projects; - investment consulting; - international audit; - the market know-how and business development; - management consulting	- international financial institutions (TACIS, USAID, World Bank); - government bodies; - transnational companies; - large Ukrainian enterprises.
Large Ukrainian Consulting Companies (UkrBusinessConsulting, Kiev Consulting Group, Continental Consulting)	marketing research; - technical projects; - financial consulting; - restructuring of enterprises; - staff training; - development of business processes.	- large and medium-sized Ukrainian enterprises (state and commercial); - representative offices of foreign companies
Small Ukrainian consulting firms	- market research; - value of property; - legal consulting; - tax and accounting consulting; - specialized industry consulting.	- entities of small and medium-sized business; - branch enterprises.

Source [12]

International consulting groups are characterized by division, which is manifested as a result of limited consumer segment. The main reasons for the formation and development of the consulting services market were the following:

- the development of entrepreneurship caused by privatization of state property;
- the need for a unified register of business plans and privatization measures necessary for obtaining investments;
- rapid market development in times of uncertainty.

According to the latest research, there are more than 200 consulting firms in Ukraine today, 42% of which are involved in providing management

consulting services; representative offices of leading consulting firms that are leaders in the consulting business have been opened. However, their development is not possible without world consulting. The domestic consulting market is now characterized by the fact that demand outstrips supply, thereby stimulating price growth. The cost of services provided by well-known foreign companies ("Big Five" and others) is measured in person-hours and ranges from \$ 100 to \$ 500 per hour, depending on the qualification and image of the consultant. When studying the state of consulting in the world, it is important to know the countries that are the part of European GDP and are presented in Table. 2. The above countries reflect changes in the growth of companies and characterize trends in these changes.

Table 2.
Consulting market turnover for the period 2015-2019

Country	2015 (%)	2016 (%)	2017 (%)	2018 (%)	2019 (is expected,%)	Deviation 2019/2015 (+/-) %
Austria	6,7	8,0	12,3	12,9	7,9	1,2
Denmark	-	-	7,9	5,7	7,0	-
Finland	5,0	4,3	4,3	0,0	4,0	-1,0
France	6,3	8,5	10,2	12,3	11,5	-5,2
Germany	7,1	7,4	8,6	7,3	7,1	0
Greece	2,9	0,0	7,1	9,3	10,0	7,1
Hungary	8,4	13,1	6,3	8,8	12,0	3,6
Ireland	11,0	11,1	-	-	-	-
Italy	6,9	8,0	7,8	8,6	7,9	1,0
Norway	1,7	4,6				-
Romania	-	-	-	4,2	12,0	-
Slovenia	2,1	4,7	1,2	7,5	3,0	0,9
Spain	2,0	11,9	8,0	6,5	5,0	3,0
Switzerland	14,1	9,0	5,7	4,9	6,1	- 8,0
United Kingdom	8,1	4,8	-	-	7,5	-0,6

Source: set by the author based on [3]

The global consulting market for 2015-2019 has changed. Changes are caused by the exit of some countries and the entranced of others. 13 countries, representing 85% of European GDP, have been selected for the study. Thus, in 2017, Ireland and Norway were replaced by Denmark and Romania. The study showed that the best turnover of consulting services in 2019 compared to 2015 was observed: Greece + 7.1%; Hungary + 3.6%; Spain + 3%. The worst turnover in Switzerland is -8.0%; France, 5.2%.

Gerashchenko Yu.V. and Dyabenko A.S. propose to identify companies that provide consulting services in the management market [6]. They include:

- consulting transnational corporations ("Big Five": Deloitte & Touch Tohmatsuint, Arthur Andersen & CoSC, McKinsey & Co, Price Waterhouse

Coopers, Ernst & Young) with an extensive network of regional offices united by a single corporate strategy and culture.

In view of all the above, it should be noted that there have been changes in the list of the countries intended for the FEACO survey.

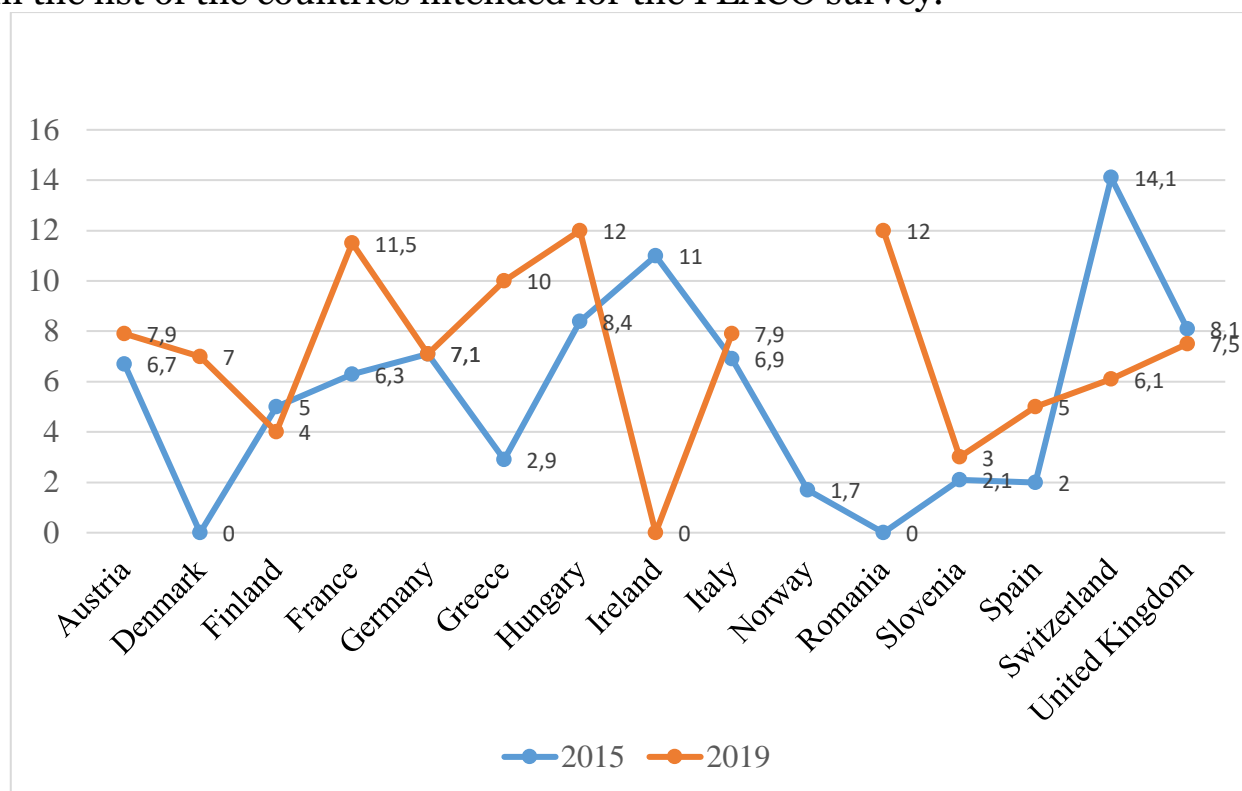


Fig. 2. Changes in the turnover trend in 2019 compared to 2015

Source: set by the author based on [3]

Thus, the data indicate a significant change in the turnover trend of CU in each of the countries. Positive dynamics of changes is observed in Greece by 7.1%, Hungary by 3.6%, Spain by 3.0%, Austria by 1.2%, Italy by 1.0% and Slovenia by 0.9%.

All other studies countries have acquired a negative indice of changes trend or have been replaced by other countries.

Thus, for an objective assessment of consulting services starting from 2020, there will be no annual but quarterly evaluation. This will allow a more realistic assessment of the market changes trend that is constantly influenced by economic factors.

Statistics shows that the number of consulting companies in developed countries is constantly increasing. The changes trend is given in Table. 3.

Consulting employment of countries has undergone significant changes in 2015-2019. The employment increase is observed in the following countries: Greece 7.25; Hungary 5.0%; France 2.7%. Instead, a significant proportion of countries were in a state of decline in employment: Switzerland -7.8%; The UK - 5.4%; Slovenia and Spain - 1.4%. Thus, the presence of a negative employment trend can lead to a decrease in the number of consulting firms and a change in their size in further studies.

The trend of changes in consulting employment of countries is shown in more detail in Fig. 3., where the difference between the results of 2019 and standard in 2015 is clearly observed.

Table 3
Consulting employment of countries

Country	2015 (%)	2016 (%)	2017 (%)	2018 (%)	2019 (expected,%)	Deviation 2019/2015 (+/-)%
Austria	6,7	6,8	11,8	10,2	7,7	1,0
Denmark	-	-	8,2	1,8	3,7	-
Finland	2,9	21,5	3,8	0,0	3,0	0,1
France	6,3	8,5	10,0	9,1	9,0	2,7
Germany	3,3	4,5	1,9	5,0	6,0	2,3
Greece	0,8	-0,5	5,5	7,8	8,0	7,2
Hungary	0,0	3,6	1,0	-3,5	5,0	5,0
Ireland	11,1	13,2	-	-	-	-
Italy	4,6	6,8	5,4	7,5	6,6	2,0
Norway	1,3	8,0	-	-	-	-
Romania	-	-	-	7,1	10,0	-
Slovenia	1,9	-0,4	0,4	2,0	0,5	-1,4
Spain	2,4	3,7	5,5	-2,5	1,0	-1,4
Switzerland	14,3	10,0	5,1	6,0	6,5	-7,8
United Kingdom	9,5	5,0	-	-	4,1	-5,4

Source: set by the author based on [3]

The trend of changes in consulting employment of countries is shown in more detail in Fig. 3.

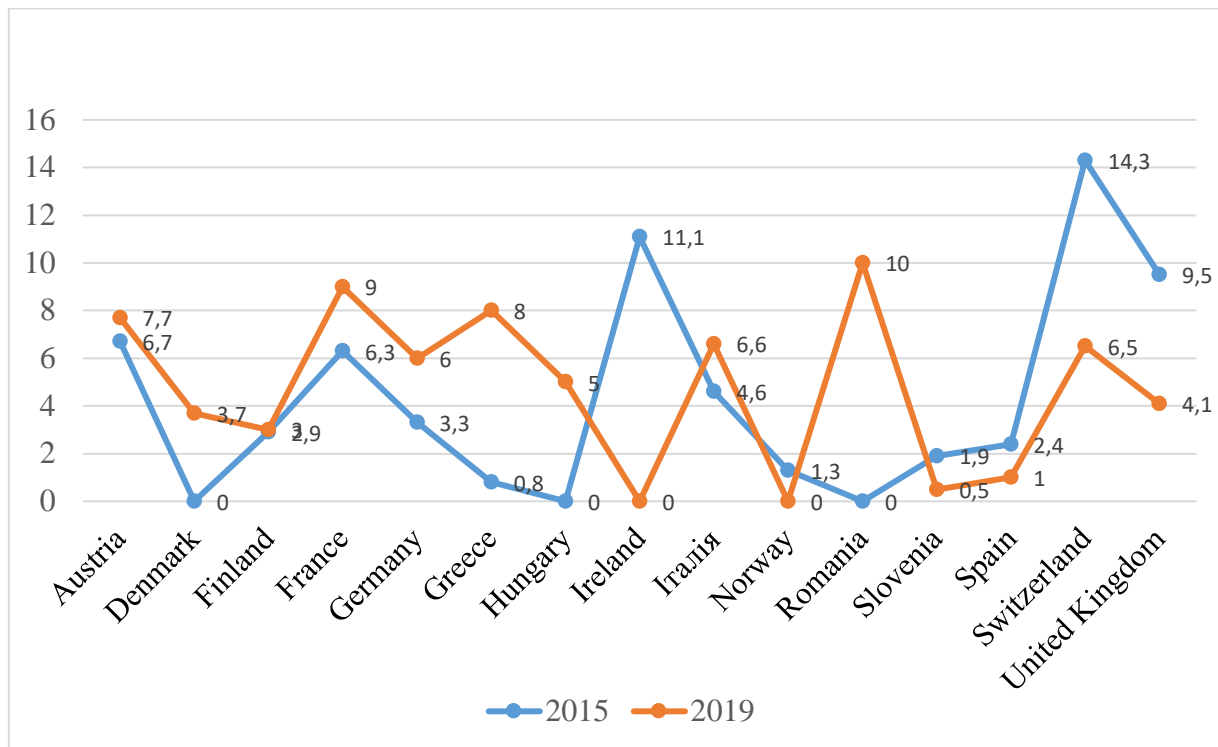


Fig. 1.3. Dynamics of changes in consulting employment of countries in 2019 compared to 2015.

Source: set by the author based on [3]

Every year, the trend of employment growth of consulting companies is changing rapidly. In recent years, the rapid pace of industrialization has made adjustments. The trend of changes is given in Table. 4.

Table 4.
Changes in consulting employment in 2015-2019

Country	2015 (%)	2016 (%)	2017 (%)	2018 (%)	2019 (expected,%)	Deviation 2019/2015 (+/-) %
1	2	3	4	5	6	7
Austria	6,7	6,8	11,8	10,2	7,7	1,0
Denmark	-	-	8,2	1,8	3,7	-
Finland	2,9	21,5	3,8	0,0	3,0	0,1
France	6,3	8,5	10,0	9,1	9,0	2,7
Germany	3,3	4,5	1,9	5,0	6,0	2,7
Greece	0,8	-0,5	5,5	7,8	8,0	7,2
Hungary	0,0	3,6	1,0	-3,5	5,0	5,0
Ireland	11,1	13,2	-	-	-	-
Italy	4,6	6,8	5,4	7,5	6,6	2,0
Norway	1,3	8,0	-	-	-	-
Romania	-	-	-	7,1	10,0	-
Slovenia	1,9	-0,4	0,4	2,0	0,5	-1,4
Spain	2,4	3,7	5,5	-2,5	1,0	-1,4
Switzerland	14,3	10,0	5,1	6,0	6,5	-7,8
United Kingdom	9,5	5,0	-	-	4,1	-5,4

Source: set by the author based on [3]

Table 5.
Types of consulting services

Type of service	Characteristic
1	2
General management	Determining the effectiveness of the management system, business evaluation, innovation management, competitiveness determination (market condition, diversification or new business formation, international management, management evaluation, mergers and acquisitions, organizational structure and development, privatization, project management, quality management , reengineering, R&D, strategic planning, benchmarking, partner search, internal management, export and import management, crisis management).
Administration	Document analysis, department placement or relocation, office management, organization and management methods, risk management, security guarantees, workplace planning and equipment
Financial management	Accounting systems, capital cost estimation, firm turnover, cost reduction, insolvency (bankruptcy), increase in profit, increase in income, taxation, financial reserves
Personnel Management	Professional movement and personnel reduction, corporate culture, equal opportunities, personnel search, personnel selection, health and safety, incentive programs, internal relationships, job evaluation, labor agreements and employment, management training, workforce planning, motivation , pensions, performance analysis, psychological evaluation, remuneration, advanced training of employees, conflict resolution, training.
Marketing	Advertising and sales promotion, corporate image and public relations, market research, customer after-sales service, design, direct marketing, international marketing, marketing strategy, product development, pricing, retail and dealerships, sales management, marketing training, social- economic research and forecasting
Production	Automation, use of equipment and its maintenance, industrial engineering, processing of materials, regulation of internal distribution of materials, packaging, scheme of organization of works at the enterprise, design and improvement of production, production management, planning and control over production, increase of productivity, procurement, quality control , inventory management, ergonomics, material management.
Information technology	Computer aided design and automated control systems, use of computers in audit and evaluation, electronic publishing, information retrieval systems, administrative information systems, systems design and development, systems selection and installation, internal audit of information systems, information systems restoration
Specialized services	Different types of recommendations, which differ from the above by methods, by objects or by the nature of the implemented knowledge: educational consulting, power management consulting, engineering consulting, environmental consulting, information consulting, legal consulting, material distribution and logistics management consulting, public sector consulting, telecommunications consulting.

Source: set by the author based on [3]

Thus, the analyzed data indicate that all countries except Slovenia, Spain, Switzerland and the UK have experienced positive changes in consulting employment. However, the recession does not characterize the critical changes, as the main product of consulting firms is the intellectual property of

citizens, whose development requires continuous training, improvement and accumulation.

The functioning of Ukrainian consulting firms is based on European experience, according to which the classification of the services themselves has a similar structure Table 5.

The areas of consulting services are diverse; the division by main fields of industry is shown in Fig.4

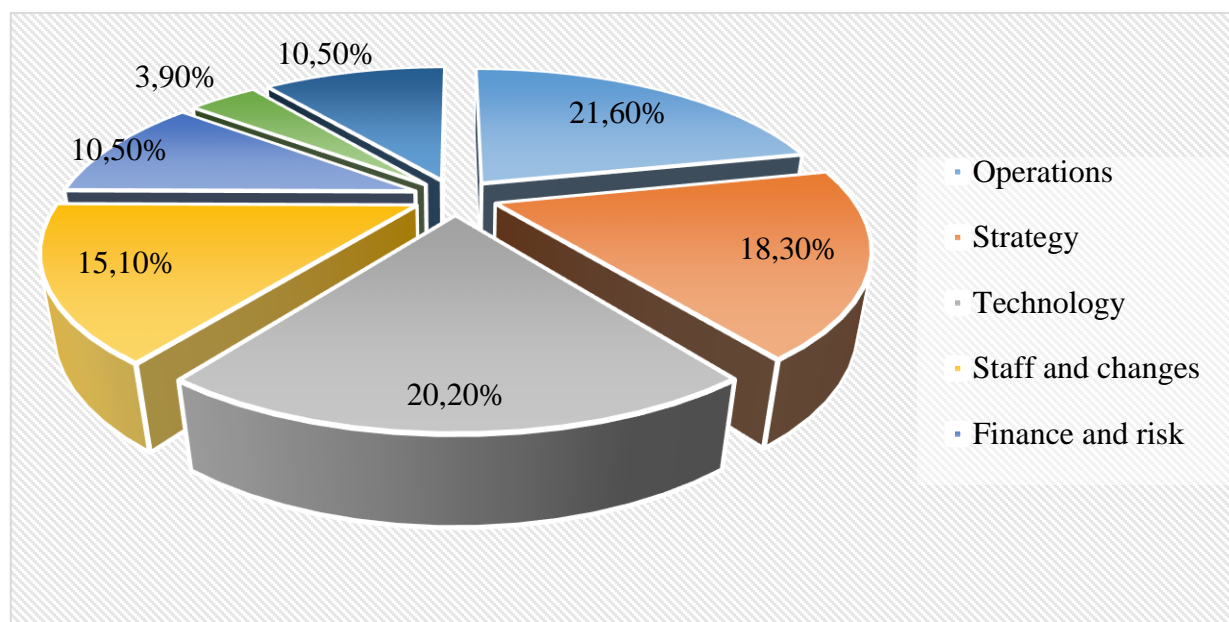


Fig. 4 Share of consulting services market

Such market division is driven by demand. Operating activity is a leader in the field of consulting, as it provides the process of converting input resources into required products or services in any field.

Ukraine most often applies the concept of outsourcing rather than consulting. Each of the terms characterizes the same process of services provision; each of them has the same meaning. Thus, today in Ukraine the rating of the companies which are in the top 100 outsourcing companies is presented. The list of domestic employers in the TOP-100 is the following [1]:

- SoftServe (more than 4500 employees, the head office is in Lviv);
- Ciklum (more than 2000 employees in Ukraine, the head office is in Kiev);
- Infopulse (more than 1500 employees, the head office is in Kiev);
- ELEKS (more than 1000 employees, the head office is in Lviv);
- Sigma Software (more than 800 employees, the head office is in Kharkiv);
- Intellias (more than 800 employees, the head office is in Lviv);
- Miratech (more than 700 employees, the head office is in Kiev);
- N-iX (more than 700 employees, the head office is in Lviv);
- Innovecs (more than 400 employees, the head office is in Kiev);
- AMC Bridge (more than 300 employees, the head office is in Dnipro);

- Softengi (more than 200 employees, the head office is in Kiev);
- Program-Ace (more than 100 employees, the head office is in Kharkiv).
- Among the companies with Ukrainian representative offices:
- EPAM (more than 5500 employees in Ukraine, the head office in the USA);
- Luxoft (more than 3500 employees in Ukraine, the head office is in Switzerland);
- TEAM International Services (more than 300 employees in Ukraine, the head office is in the USA);
- Itera (about 100 employees in Ukraine, the head office is in Norway);
- Softjourn (more than 100 employees in Ukraine, the head office is in the USA);
- Artezio (more than 300 employees worldwide, the head office is in Russia).

It is worth noting that most of the enterprises have different types of the ownership, Figure 5.

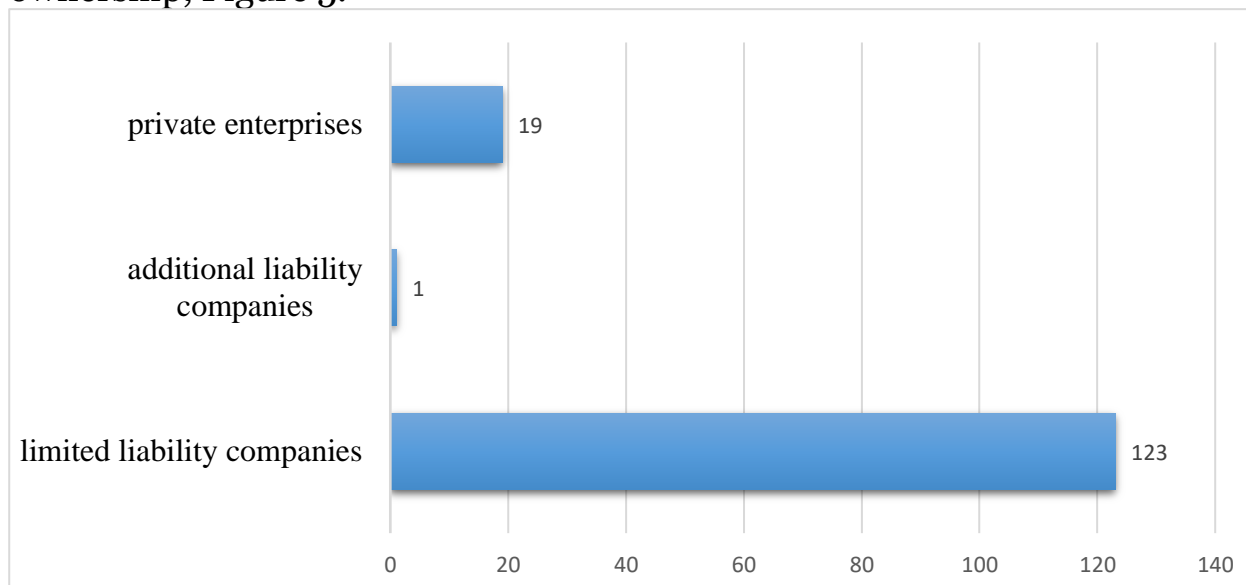


Fig. 5. Organizational and legal forms of outsourcing enterprises in Ukraine

Source: set by the author based on [13]

Thus, the figures show that limited liability companies prevail in Ukrainian companies. Consequently, such companies may be limited in time and subjected to a simplified tax system. Also important is that small companies are set up to provide specific services. The staff is not large enough, but the scale of work is considerable. It is much easier for such companies to withstand competition and extend their lifecycle. At the same time, it is easier for such companies to find clients, because there are more opportunities for professional development of specialists and for receiving positive feedback.

The development of Ukrainian consulting is a kind of training and borrowing from the experience of world consulting firms that reflect the value

and importance of each client. Today, the phenomenon of consulting in Ukraine is present, but most often it is under outsourcing. Thus, a huge number of types of economic activities, functions, business processes of customers are outsourced. Today, outsourcing activity, unlike ordinary employment relationships, is almost unregulated. The risk of contradiction between outsourcers and employees working under the conditions of the employment contract is high enough, which leads to a significant number of risks. Considering that most of the companies are represented by branches in Ukraine, settlement of contradictions is unlikely and long-lasting. To ensure further development of consulting in Ukraine it is necessary to:

- create a single consultative group to reduce the influence of foreign countries on our market;
- involve own developments and innovations in the activity;
- create conditions for access to all necessary literature;
- adapt foreign experience to the domestic market;
- create necessary legal framework to support the development of consulting in Ukraine

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Economic analysis methodology of entities providing forestry activities

There is a demand for transformation the management system in order to achieve successful performance of the tasks assigned to economic social and environmental groups. This is due to their functioning within the tough economic conditions of market type. Commenting on the mentioned above Moshak O.V. states that “The development of the forestry network of Ukraine is focused on the market principles of functioning, and the organizational and economic mechanism of forestry is formed on the basis of the directive state management and strict legal and regulatory settings. Since recession phenomena are progressing within forestry sector and destabilizing processes are activated, it significantly affects the financial and economic condition of forestry units and leads to changing the requirements for conducting economic diagnostics of their activities. New forestry management requirements cause the necessity to analyze the methodological approaches to conducting economic diagnostics in modern conditions ” [24]. It is in these conditions that Forestry units operate in these particular conditions, and, therefore, it is necessary to transform the information space of managerial decision-making.

The given study highlights the methodology of economic analysis of the entities which provide forestry activities. These entities include: fixed assets and intangible assets, product stocks, cash, equity and liabilities of a forestry unit. In general, the implementation of economic analysis in these areas will allow establishing resource availability of a forestry unit.

1. *Economic analysis of fixed assets.* Native researchers Kovalchuk N.O and Pobizhan T.A believe that “the efficiency of economy functioning is largely determined by the state of its fixed assets, which characterize the production capabilities of the industries, introduce the paces and scales of its development. It becomes relevant to investigate the analysis problems of fixed asset reproduction, the effectiveness of their use within the terms of investment projects implementation, as well as to prioritize the directions of investment activity promotion in modern conditions of industrial enterprises functioning. The complex analysis of fixed assets reproduction is able to solve these problems”[17 , p. 910]. Thus, scientists highlight the importance of using fixed assets to provide the activities of economic entities, which can be absolutely accepted while studying forestry activities. Another native scientist Gnatenko E.P. considers the economic analysis system as the only tool for estimation the efficiency of fixed asset use, stating the following: “Obtaining the results of formation and use of fixed assets at the enterprise can only be done through analysis. The order of

actions of an analyst while analyzing initial fixed assets of enterprises helps to achieve effective results for the finite number of actions and allows to make progressive managerial decisions”[9, p. 102].

Some researchers believe that economic analysis is a component of information support of planning procedure. The given direction was investigated by Bondarchuk V.V. and the following was stated: “Economic analysis is an important factor in informative provision of the planning process and it provides information on the status and efficiency of real estate item usage. At present, there is no unified methodology to analyze the state and efficiency of real estate usage, since the formation of such a method depends on the aims set to an analyst, on the phase an enterprise functioning, on the economic processes occurring in the external environment, on the strategic and tactical goals of an enterprise, etc. In this regard, all available indexes are selected that can be applied to the analysis in specific conditions and will provide the required information »[5, p. 262]. The author points out the absence of a unified approach to the method of fixed asset economic analysis, which connects the peculiarities of management system, strategic and tactical goals of economic activity and phase of enterprise activity. However, we believe that the given list of reasons can be supplemented by variability in industry characteristics as well as the specifics of production business processes.

Some scholars believe that "the methodology for analyzing the use of fixed assets has to take into account a number of principles: the functional usefulness of fixed assets is retained for several years, so the costs of their acquisition and operation are distributed over time; the moment of physical replacement of fixed assets does not coincide with the moment of their replacement and it can lead to expenses and losses which reduce the revenue of an enterprise; the efficiency of fixed asset usage is evaluated differently depending on their type, affiliation, functionality in the production process, and purpose. Since fixed assets serve not only the industrial sphere of activity of an enterprise, but also social and consumer, cultural sphere, etc. That is why, the effectiveness of their use is determined not only by economic, but also by social, environmental and other factors”[6, p. 462]. This issue is a classic one and does not have any novelty, because the author actually listed the specifics of existing indexes for assessing the efficiency of enterprise fixed asset usage. The methods of economic analysis of fixed assets were distinctly presented by Gnatenko E.P. "Existing methods of analyzing the usage of fixed assets can and must be improved, because this is the only way to form a powerful analytical basis for managerial decision-making in the sphere of fixed asset reproduction" [9, p. 104].

The authors of the given paper are certain that the selection of analytical procedures for assessing the usage of fixed assets of forestry nits has to be aimed at assessing the effectiveness of their use. We support the definition of efficiency of fixed assets, presented in the study of Lark M.I. “Efficiency of fixed assets is the result in the form of the obtained effect which is correlated with the resources spent. Improving efficiency is about achieving the greatest results with an

appropriate level of productive force development compared to labor costs used to create a social product. The efficiency of use determines the growth rate of labor productivity, production volumes, improvement of quality of industrial production and other indexes"[19 , p. 40]. Although the author has studied industrial enterprises, her statements can be absolutely applied to forestry units.

The scholars highlight similar tasks in the given case regarding the issues of economic analysis of fixed assets. In particular, the study of Shkaraban S.I, Sapachova M.I . states that "the main tasks of the analysis of fixed assets are: assessment of the provision with fixed assets and other fixed assets of enterprises, the composition and structure of fixed assets, the degree of updating and disposal, the technical state of assets; determination of the level of financial return, its dynamics, the investigation of the impact of changes in the size of fixed assets and financial return on the scope of work; identification of funds to increase financial return, improvement of equipment application; identifying ways to reduce the costs of maintaining and operating machines and mechanisms; assessment of identified funds and development of measures to improve the use of active part of fixed assets "[13 , p. 150]. Bogot'ka N.M. states that "the main tasks of the analysis of fixed assets are: the provision of an enterprise and its structural units with fixed assets ; the correspondence of size, composition and technical level of funds to their needs; fulfillment of the task of increasing and updating the fixed assets; technical condition of fixed assets; the degree of use of fixed assets and factors affecting its level; estimation of the degree of utilization of production capacity, areas and equipment; the state of non-productive fixed assets "[4].

Taking into consideration all mentioned above, we suggest a set of indicators that will allow solving the complex of tasks stated by scholars (Table 1).

These analytical indicators, presented in the table, make it possible to assess the effectiveness of the use of fixed assets of a forestry unit in the context of:

- fund return: demonstrates how many products, respectively, in value, natural and conditionally-natural measurements were received by a unit for 1 UAH of fixed assets;
- capital consumption: shows how much fixed assets it is needed to spend to produce a unit of production;
- stockpile: shows a portion of the cost of fixed assets per one employee (worker);
- profitability of fixed assets reflects the share of the enterprise's profit received for a year from the value of fixed assets;
- technical resources: demonstrate a portion of the cost of the fixed assets is per one employee of principal activity or one worker.

The use of these analytical tools alone will not fully allow assessing the efficiency of the use of fixed assets by forestry units. In particular, there is a need to evaluate the effectiveness of the use of leased fixed assets. Nowadays, there are no current approaches to the method of economic analysis of fixed assets that would allow assessing the renewal of fixed assets by different funds of their

receipt. Besides, there are no issues that would allow assessing the economic effect of leasing fixed assets to forestry units.

Table 1.

Indicators of economic analysis of efficiency of use of fixed assets of forestry units

Indicator	Formula	Factors
Fund return	$= \frac{\text{Product volume}}{\text{Average annual FA cost}}$	- fixed assets by type of purpose: production, general production, administrative, marketing and other; - the main means of production for the components and types of forestry activities; - volume of products by types of forestry products;
Capital consumption	$= \frac{\text{Average annual FA cost}}{\text{Product volume}}$	
Stockpile	$= \frac{\text{Average annual FA cost}}{\text{Average staffing number}}$	- administrative staff and sections of functional units of a forestry unit (accounting, planning and financial department, general department, human resources department and others); - production personnel by forestry components
Technical resources	$= \frac{\text{Fixed Assets}}{\text{Average staffing number}}$	
Profitability of fixed assets	$= \frac{\text{Annual profit}}{\text{Average annual FA}}$	- fixed assets by type of purpose: production, general production, administrative, marketing and other; - the main means of production for the components and types of forestry activities
Fixed asset depreciation coefficient	$= \frac{\text{Fixed asset depreciation amount}}{\text{FA book cost at the end of the period}}$	- fixed assets by type of purpose: production, general production, administrative, marketing and other; - the main means of production for the components and types of forestry activities; - methods of depreciation on fixed assets; - the amount of accumulated physical and moral deterioration of fixed assets for industrial purposes and their compliance with modern requirements
Fixed asset expiry coefficient	$= 1 - \text{Fixed asset depreciation coefficient}$	
Fixed asset renewal coefficient	$= \frac{\text{Fixed asset initial cost}}{\text{FA book cost at the end of the period}}$	

Therefore, we suggest developing a method of economic analysis of fixed assets of forestry units by the direction presented in table. 2.

Table 2.
Development of methodology for economic analysis of fixed assets of forestry units

Indicator	Application procedure
1	2
<i>Assessment of the effectiveness of leasing and leased fixed assets</i>	
Leased fixed asset capital intensity	= the amount of rent for fixed assets used for production / cost of production
Leased fixed asset equity	= amount of rent for fixed assets used for production / average number of employees
Fund return on leased fixed assets	= cost of production / amount of rent payments for fixed assets used for production
The coefficient of the real value of leased fixed assets in the property of the forestry enterprise	= the cost of renting fixed assets / property value of the enterprise
Depreciation coefficient of fixed assets leased	= amount of depreciation of the leased assets / carrying amount of the leased assets
<i>Evaluation of fixed assets renewal</i>	
Fixed asset disposal ratio	= cost of fixed assets introduced / book value of fixed assets
The growth rate of fixed assets	= (value of output fixed assets - value of input fixed assets) / book value of fixed assets
<i>Economic effect</i>	
Fund return	= cost of production / book value of fixed assets
Profitability of fixed assets	= (profit / book value of fixed assets) *100%
Depreciation coefficient	= volume of manufactured products at current prices / depreciation amount
An integrated indicator of the economic effect of fixed assets	=, $\sqrt{\text{Fr} \cdot \text{P}}$, Fr – fund return; P – profitability of fixed assets;
A general indicator of the efficiency of use of fixed assets	= $\sqrt{\text{Fr} \cdot \text{P} \cdot \frac{\text{lp}}{\text{Ac}}}$, Fr- fund return; P – profitability of fixed assets; Lp – labor productivity; Ac – average annual cost of fixed assets

The set of indicators presented in table 2. allow analyzing fixed assets of forestry units in the following areas: assessment of the efficiency of use of leasing

fixed assets and leased fixed assets; assessment of the renewal of fixed assets and the economic impact of the use of fixed assets.

In the assessment of the efficiency of leasing and leased property, it is proposed to calculate:

- capitalization of rented fixed assets, that reflects the share of costs of to lease fixed assets, which is per unit of output and allows to assess the feasibility of leasing fixed assets used in production;
- capitalization of leased fixed assets, characterizes the share of payments for leased fixed assets used for production / per employee involved in the manufacturing of products;
- leaseback of leased fixed assets, which reflects the value of manufactured goods contained in a unit of costs related to the lease of fixed assets involved in production. This indicator characterizes the efficiency of use of rented fixed assets;
- coefficient of the real value of leased fixed assets in the property of a forestry unit, which shows the share of the costs of renting fixed assets in the total value of the property of the enterprise;
- the rate of depreciation of the leased assets, which reflects the specific ratio of the leased assets per unit of book value of the leased assets and allows to estimate the condition of the leased assets.

Regarding the assessment of the renewal of fixed assets, it is recommended to calculate:

- coefficient of depreciation of fixed assets, which allows to analyze the status of all fixed assets of a forestry unit by types of fixed assets to ensure the efficiency of the enterprise by determining the need / inexpediency of renewal, improving, modernizing, etc. of fixed assets;
- coefficient of suitability of fixed assets, allows to determine and estimate the share of fixed assets that are suitable to operate with;
- the fixed asset renewal coefficient, reflects the share of fixed assets invested per unit of the total cost of fixed assets;
- the rate of disposal of fixed assets, which allows to determine the intensity of disposal of fixed assets at enterprise;
- fixed asset growth rate reflects the increase in the value of fixed assets in the reporting period compared to the previous period.

Moreover, in determining the economic impact of the use of fixed assets, it is recommended to calculate such overall performance indicators as the return on assets and profitability of fixed assets. The indicator of return on assets allows estimating the level of manufacture costs of production, which is equal to one hryvnia of the value of the basic production means of a forestry unit. Instead, another overall indicator, which is the profitability of fixed assets, allows calculating and evaluating the level of efficiency of use of fixed assets, because it reflects the amount of profit that equals one hryvnia cost of fixed assets. These indicators, despite their usefulness in assessing the efficiency of the use of fixed assets and determining the economic effect, have some disadvantage, which is the

likelihood of conditions when one of such indicators has a positive tendency and another is the opposite. Taking into account the mentioned above, integrated indexes can be possible to calculate in the following way:

- an integrated index of the economic effect of fixed assets, which allows us to conditionally estimate the average efficiency of use of fixed assets, i.e. the level of profit and revenue from the sale of products, which is for every single hryvnia of the value of fixed assets;

- a generic index of the efficiency of use of fixed assets, which allows to conditionally combine the efficiency of use of fixed assets in terms of revenue from the sale of products, profits and the level of labor efficiency, that is for a unit of costs invested in the cost of fixed assets.

The calculation of these indicators will allow to estimate the economic effect of the use of fixed assets in forestry units and to compare the integrated index with other enterprises of the given industry in order to find new methods and tools for using the potential capabilities of the enterprise

2. *Economic analysis of production stock.* “The analysis, that is characterized by a powerful arsenal of methods and techniques of research of economic processes for any period of time, which contributes to increasing the efficiency of management is significantly important in improving the economic management system and improving the level of work. Production stock is involved in all phases of the enterprise's operations and is a subject to continuous renewal due to input and output flows. On the one hand, the formation and maintenance of production stock are accompanied by a natural process of cost formation, and the disappearance of production stock, or their absence at certain moment, can negatively affect the economy of an enterprise” [1, p. 51]. The authors highlight the importance of economic analysis as a tool for production stock management: “It is important that the analysis gives possibility not only to calculate the probable deviations (savings or cost overruns) of the resources actually consumed from the planned indicators, but also identifies the causes of these deviations, that is, the impact of certain cost factors of the amount of expenses. Conducting analysis makes it possible to identify the funds of material consumption reduction of an enterprise's products and to develop optimal economically sound management decisions on the further development of production” [32].

Thus, it is possible to highlight classical analytical procedures, the order of calculation, by systematizing different approaches of scientists to the problems of economic analysis of product stock. This is presented in table 3.

In terms of identifying classic analytical procedures and indicators regarding analysis of the efficiency of production stock utilization at forestry units, the factors influencing the level of these indicators were identified, namely: types of forestry unit stocks; methods of assessing the production stock debts at a forestry unit; volume of sales of forestry unit; marketing policy of the forestry unit; price policy of the forestry unit; tax rate by type of indirect taxes.

Table 3.

Indicators of economic analysis of the efficiency of the utilization of production stocks of forestry units

Index	Formula	Factor
<i>The average annual cost of production stock</i>	$= (\text{production at the beginning of the year} + \text{production at the end of the year}) / 2$	- types of production stocks of a forestry unit; - methods of assessing the production stock debts at a forestry unit
<i>Duration of one turnover of current assets</i>	$= \text{average annual cost of stocks} / \text{number of days (360)}$	- types of production stocks of a forestry unit; - methods of assessing the production stock debts at a forestry unit
<i>The turnover ratio of current assets</i>	$= \text{net income} / \text{average cost of production stocks}$	- types of production stocks of a forestry unit; - methods of assessing write-offs of forestry units; - volume of sales of a forestry unit; - marketing policy of a forestry unit; - price policy of a forestry unit; - tax rate by type of indirect taxes
<i>Product stock turnover ratio</i>	$= \text{cost of sales} / \text{average annual cost of product stocks}$	- types of production stocks of a forestry unit; - methods of assessing the write-off of inventories at a forestry unit; - methods of calculating the cost of production of a forestry unit; - marketing policy of forestry unit
<i>Stock load factor</i>	$= \text{average annual cost of production stock} / \text{net income}$	- types of stocks of forestry unit; - methods of assessing the write-off of inventories at a forestry unit; - volume of sales of forestry unit; - marketing policy of the forestry unit; - price policy of forestry unit; - tax rate by type of indirect taxes.

3. *Economic analysis of cash flow.* Despite the current global trends in cash modification, the modification of traditional cash, the formula that characterizes the value and need for cash for business entities (money - commodity - money'), was suggested by Karl Marx, the classic scholar of economy and it still remains relevant. After all, cash, in the process of exchanging for goods, in a developed market environment, is multiplied and converted into capital. According to T.P. Lobodzynska [20]: "The extent to which the different types of cash flows are consistent with each other in volume and time depends largely on the solvency, financial stability and progressiveness of the economic development of the enterprise. Effectively organized cash flow is a sign of a high level of financial management of activity, because it increases the paces of operating activities, rational use of own financial funds, accelerates the circulation of capital of the enterprise, reduces the need for borrowed capital, reduces the risk of insolvency, creates more temporary making financial investments that can generate additional profit. That is why, the cash flow and the evaluation of its effectiveness

should be given attention to as well as to the entities of both internal and external financial analysis. "

The cash flow ratio, the cash flow efficiency ratio, and the net cash flow adequacy ratio are often used in the cash flow assessment process. These indicators allow us to analyze cash flows from the standpoint of their balance and ability to generate financial income. Instead, Shevchuk LI [35] proposes to calculate the cash flow ratio and the negative cash flow variation coefficient, respectively, to estimate the degree of cash flow uniformity and estimate the degree of cash flow nonuniformity. Plikus II [26] highlights the factor of statistical power order to assess the ability of an enterprise to earn cash to cover cash costs. An important indicators are The correlation coefficient of input and output cash flows is an important indicator, mentioned by V. Yasyshena. [37]. It "characterizes the synchrony of positive and negative cash flows over time." Voloshchuk LO, Skalenko OV [7] and Yasyshena V.V. [37] suggest calculating the net cash flow reinvestment ratio in order to estimate the proportion of cash investments aimed at replacing production growth assets. Alternatively, the following procedure is proposed to evaluate the efficiency of utilization of funds from forestry enterprises, (Table 4).

Table 4
Indicators of economic analysis of the efficiency of utilization of funds of forestry units

Indicator	Formula	Factors
Solvency coefficient	$= \frac{\text{Cash receipts for the period}}{\text{Cash expenses}}$ <p>The value of the indicator reflects how much it is possible to reduce the cash flow in times of unfavorable conditions of the enterprise without threatening the necessary calculations</p>	<p>the dynamics and structure of monetary expenditures by type of activity ;</p> <ul style="list-style-type: none"> - dynamics and structure of cash flows by type of activity ; - planned expenditure / revenue by type of activity ; - the level of debt of the enterprise; - reserve formation policy; - increase / decrease in current assets; - dynamics of current liabilities;
Cash flow duration	$= \frac{\text{Average annual cost of cash}}{\text{Number of days}(360)}$ <p>The period for cash one full flow</p>	<ul style="list-style-type: none"> -the dynamics and structure of monetary expenditures by type of activity ; - dynamics and structure of cash flows by type of activity ; - planned expenditure / revenue by type of activity ; - the level of debt of the enterprise; - reserve formation policy; - increase / decrease in current assets; - dynamics of current liabilities;
Net cash flow	$= \text{Cash income} - \text{Cash expenses}$ <p>Shows the net cash value of an enterprise</p>	<p>he dynamics and structure of monetary expenditures by type of activity ;</p> <ul style="list-style-type: none"> - dynamics and structure of cash flows by type of activity ; - the level of debt of the enterprise;

		<ul style="list-style-type: none"> - fund formation policy; - disinvestment policy; - increase / decrease in current assets; - dynamics of current liabilities;
Coefficient of cash replenishment	$= \frac{\text{Cash income}}{\text{The amount of cash at the end of a year}}$ <p>Describes the degree of increase in cash balances</p>	<ul style="list-style-type: none"> - dynamics and structure of monetary expenditures; - dynamics and structure of cash flows; - Planning of expenditures / receipts; - disinvestment policy;
Cash outflow ratio	$= \frac{\text{Cash income}}{\text{The amount of cash at the end of a year}}$ <p>Describes the degree of decrease in cash balance</p>	<ul style="list-style-type: none"> - the dynamics and structure of monetary expenditures by type of activity ; - dynamics and structure of cash flows by type of activity ; - planned expenditure / revenue by type of activity ; - the level of investment in new technologies; - expansion of activity; - the level of debt of the enterprise; - reserve formation policy; - increase / decrease in current assets; - dynamics of current liabilities;
Net cash flow inflow rate	$= \frac{\text{Net cash flow}}{\text{Expenses}}$ <p>Determines the efficiency of the enterprise's use of net cash flow based on its financed needs</p>	<ul style="list-style-type: none"> - the dynamics and structure of monetary expenditures by type of activity ; - dynamics and structure of cash flows by type of activity ; - planned expenditure / revenue by type of activity ; - the level of investment in new technologies; - expansion of activity; - the level of debt of the enterprise; - reserve formation policy; - increase / decrease in current assets; - dynamics of current liabilities.

The calculation of these indicators makes it possible to assess the efficiency of use of funds and to formulate appropriate conclusions on the balance of revenues and expenditures in forestry units, as well as the level of correspondence and synchronicity of positive and negative cash flows. This information is also important in the context of an entity's liquidity assessment, as it is well known that cash is the most liquid asset. .

4. Economic analysis of equity. An analysis of the performance of any entity will inevitably use indicators to assess the effectiveness of managing equity. In terms of analyzing the effectiveness of equity management, it is important to study it from the standpoint of formation and use. Taking into consideration the fact that the assessment of equity allows us to determine the level of creditworthiness and solvency, it is considered to be one of the most important financial indicators of economic entities.

Native scientists have formed the set of sufficient tools for assessing the capital of economic entities, numbering about forty indicators. It should be noted that, different approaches are used in the part of equity analysis, namely:

- horizontal analysis, that involves the assessment of capital from the standpoint of determining the dynamics of its change;
- vertical analysis, which implies determination of the structure of equity capital, estimation of the share of each component in equity;
- comparative analysis, its main purpose is to compare the data of the studied period to the planned indicators, arithmetic averages in the sphere of enterprise functioning, or, if the benchmarking technique is applied, this tool is used to compare to reference values in the field, sphere, etc. ;
- coefficient, which allows investigating the own equity with the help of relative indicators and find cause and effect relationships of a category. In this aspect it is possible to apply the method of factor analysis, which involves determining the influence of factors on the studied category.

Taking into consideration all mentioned above, the number of coefficients that are appropriate to use for estimating the equity of forestry enterprises are highlighted among the indicators that exist in the scientific literature . The given indicators are grouped into two areas: an assessment of the efficiency of use of equity and an assessment of the return on equity. The characteristics are given in Table. 5.

The use of factor analysis in the process of assessing the efficiency of use of equity, allows identifying and analyzing the impact of each factor on the performance indicator, which will subsequently enable appropriate management decisions to improve the performance of forestry enterprises. It should be noted that in the context of the analysis of equity from the standpoint of profitability, it is possible to use a factor model, which will specify the factors in terms of types of forestry products. It will make possible to evaluate the efficiency of each type of production and its impact on the profitability of the activity as a whole. In general, the importance of using equity will be influenced by: accounting policies regarding depreciation policy on fixed assets, intangible assets and financial instruments, provisions, profit sharing, share repurchases, as well as the procedure for repayment of statutory debt; issue of shares in the issue of issue income; fixed assets received free of charge.

Thus, the use of multifactor equity models will improve management processes in forestry enterprises and evaluate the impact of equity components on the financial condition of enterprises.

5. Economic analysis of obligations. In modern conditions, it is important to characterize the efficiency of enterprises' operations while assessing their financial condition, which in its turn can be characterized from the position of capital, which was discussed above and in terms of liabilities. This information is the most requested by external stakeholder in the process of forming a holistic picture of the activity of the company and management personnel for making effective decisions. It's due to the fact that even the irrational use of attracted

capital leads to a decrease in the level of solvency and, as a negative consequence, to a decrease in profitability as a whole. It should be noted that the main methods used to assess liabilities are vertical, horizontal, coefficient and trend analysis. There is no single approach in the literature regarding the directions that native scholars distinguish in the context of obligation assessment.

Table 5

Indicators of economic analysis of the efficiency of using the equity of forestry units

Indicator	Formula	Explanation	Factor model
1	2	3	4
<i>Efficiency of use</i>			
Financial independence ratio	= equity / total capital	shows what proportion of equity is in the total amount of capital of enterprise	= (R(sh)C + Cr + AC + RC + UdP - NC - WC) / BC
Financial dependency ratio	= capital attracted / total capital	shows the share of attracted capital in the total amount of capital of enterprise	= (BC - (R(sh)C + Cr + AC + RC + UdP - NC - WC)) / BC
Financial stability ratio	= equity / raised capital	shows how many times the amount of equity exceeds the amount of capital raised	= (R(sh)C + Cr + ΔK + PK + UdP - NC - WC) / (BC - (R(sh)C + Cr + AC + RC + UdP - NC - WC))
Financial Risk Ratio	= equity / equity raised	shows how many times the amount of equity exceeds the amount of capital raised	$\frac{(BC - (R(sh)C + Cr + AC + RC + UdP - NC - WC))}{(R(sh)C + Cr + AC + RC + UdP - NC - BK)}$
Fixed Assets Index	= current assets / equity	represents the amount of non-current assets that equals 1 UAH of equity	= the amount of fixed assets / (R(sh)C + Cr + AC + RC + UdP - NC - WC)
<i>Profitability</i>			
Return on Equity (Gross Profit)	= gross profit / equity	determines the effectiveness of using own resources for profit	= ((P * VS) - VAT) / (R(sh)C + Cr + AC + RC + UdP - NC - WC)
Return on equity (net income)	= net income / equity	determines the effectiveness of using own resources for profit	= ((P * VS) - VAT - IT) / (R(sh)C + Cr + AC + RC + UdP - NC - WC)
Equity payback period	= equity / net income	determines the amount of equity attributable to the unit of net income	= (R(sh)C + Cr + ΔK + RC + UdP - NC - WC) / ((P * VS) - VAT - IT)
Return on equity for the Du Pont model	* asset turnover *	allows to identify and give a comparative description of the main points that affect the change of an indicator of the enterprise	= (ЧП / BP) * (BP / BC) * (TC / E)

Note: R (sh) C - registered (share) capital; Cr - capital in revaluation; AC - additional capital; RC - reserve capital; NP - retained earnings; NC - non-paid capital; UdP - undistributed profit; WC - withdrawn capital; BC - balance sheet currency; P - the price of sales of forestry enterprises (by type of production); VS - volumes of sales of forestry enterprises (by types of production); c \ in - the cost of sales of products by types of forestry products; VAT - the amount of VAT (by types of forestry products); IT - the amount of income tax; TC - total capital; E - equity.

Therefore, I.D. Farion, TD Zakharkiv [31] consider it necessary to carry out the “correlation of financial ratios and indices of liabilities; comparison of

indicators of obligations of present and past period; analysis of the ratios of borrowing capital, liquidity and solvency ». But, Yu.S. Zal-Tsalko [34] considers it appropriate to carry out an “analysis of the structure and dynamics of the capital sources of enterprise; analysis of the state and efficiency of formation of sources of capital of the enterprise; analysis of the creditworthiness of the enterprise; evaluation of the efficiency of using the attracted financial resources in credit operations. ”

The most consistent approach is the approach suggested by G.V. Mitrofanov, G.O. Kravchenko, NS Barabash [33], namely: “a general analysis of debt capital; analysis of loan capital movements; analysis of efficiency of use of borrowed capital; analysis of financial stability and solvency of the enterprise ». According to this approach, horizontal and vertical analysis of the obligations of the enterprise are carried out as part of the general analysis of loan capital. Therefore, to evaluate the obligations of a forestry unit, it is necessary to use the indicators given in Table. 6.

In the process of analyzing the effectiveness of obligations of forestry units, it is advisable to calculate indicators that allow estimating the movement of obligations of forestry units and to characterize the effectiveness of their activities in the context of obligations. Regarding estimation of the movement, the calculated indicator of the movement of borrowed capital (balance method) allows to estimate the status of the movement of debt capital and to compare these indicators to the planned ones or to the previous period; the loan receipts ratio allows characterizing the level of debt receipts, and the debt repayment ratio helps to assess the level of debt repayments. Instead, the calculation of the ratio of the turnover / repayment of loan capital allows you to estimate and compare the turnover of debt and repayment.

Regarding the evaluation of the efficiency of forestry units, the calculated indicator of profitability of borrowed capital allows to determine the level of net income derived from one hryvnia of average arithmetic value of borrowed capital at the time of calculation, that is an opportunity to assess the level of return on borrowed capital and to review the policy of attracting borrowing. Moreover, the ratio of turnover of borrowed capital, the ratio of turnover of current liabilities and the ratio of accounts payable for goods, works, services allow characterizing the level of net income from the sale of products, that equals one hryvnia of average arithmetic value of debt, current liabilities and accounts payable at the time of settlement, respectively. These indicators are components that are used to characterize the performance of enterprise as a whole and, as a consequence, should be taken into account when implementing the policy to maximize the utilization of potential capabilities of enterprises in the context of management decisions based on analytical data obtained through the use of factor models and consideration. the impact of the above mentioned factors on the final results.

Table 6.

Indicators of economic analysis of the effectiveness of commitments of forestry units

Indicator	Formula	Factors
1	2	3
<i>Assessment of liability movement</i>		
Debt Capital Ratio (Balance Sheet)	= loan balance at the beginning of the period + debt balance at the end of the period + cash flow + loan repayment	<ul style="list-style-type: none"> - borrowing and repayment policy; - borrowing capital by types of borrowed funds; - repayment of borrowed capital by types of borrowed funds;
Debt Receipts Ratio	= amount of borrowings / (balance at the beginning of the period + receipts for the period of borrowed funds)	<ul style="list-style-type: none"> - borrowing policy; - borrowing capital by types of borrowed funds; - repayment of borrowed capital by types of borrowed funds;
Debt repayment ratio	= turnover of debt repayments / (debt outstanding at the beginning of the period + receivables for the period)	<ul style="list-style-type: none"> - policy on repayment of loan capital; - borrowing capital by types of borrowed funds; - repayment of borrowed capital by types of borrowed funds;
Ratio of the turnover / repayment of borrowed capital	= debt ratio / debt repayment ratio	<ul style="list-style-type: none"> - borrowing and repayment policy; - borrowing capital by types of borrowed funds; - repayment of borrowed capital by types of borrowed funds;
<i>Performance in the context of obligation</i>		
Return on borrowed capital	= net income / average balance of debt	<ul style="list-style-type: none"> - Revenue from the sale of products by type of products; - the level of costs incurred for the cost of goods sold by types of costs and by types of products of forestry enterprises; - the level of tax rates for direct and indirect taxes on the activities of forestry enterprises; - borrowing and repayment policy; - borrowing capital by types of borrowed funds; - repayment of borrowed capital by types of borrowed funds;
Debt capital turnover ratio	= net sales revenue / average balance of debt	<ul style="list-style-type: none"> - Revenue from the sale of products by type of products; - the level of costs incurred for the cost of goods sold by types of costs and by types of products of forestry enterprises; - borrowing and repayment policy; - borrowing capital by types of borrowed funds; - repayment of borrowed capital by types of borrowed funds;
Turnover ratio of current liabilities	= net sales revenue / average current liabilities balances	<ul style="list-style-type: none"> - Revenue from the sale of products by type of products; - the level of costs incurred for the cost of goods sold by types of costs and by types of products of forestry enterprises; - policy of receipt and repayment of current liabilities by types and terms of repayment;
Ratio of accounts payable for goods, works, services	= net sales revenue / average accounts payable	<ul style="list-style-type: none"> - Revenue from the sale of products by type of products; - the level of costs incurred for the cost of goods sold by types of costs and by types of products of forestry enterprises; - policy of receipt and repayment of current liabilities by types and terms of repayment;

Thus, forming the methodology of economic analysis of objects providing forestry activities to determine the resource availability of forestry units, the following areas of assessment were identified, namely: economic analysis of fixed assets, economic analysis of product stocks, economic analysis of equity and economic analysis of liability efficiency. Indicators that characterize the efficiency of the use of fixed assets and factors of influence were identified in the part of the economic analysis. In terms of the development of the method of economic analysis of fixed assets, the indicators and the procedure for their use have been determined considering the need to evaluate the efficiency of use of leased and leasing fixed assets; assessment of the renewal of fixed assets and the calculation of the economic effect, where generalized integrated indicator of the economic effect of fixed assets is suggested. Moreover, the approaches of scientists to the problems of economic analysis of product stocks have been analyzed, the set of indicators has been determined, taking into account the order of their application and factors of influence. The indicators of the assessment of cash flow, the order of their application and the factors of influence are identified based on the study of the approaches of scientists. A set of indicators in the areas of evaluation of the efficiency of use of equity and the assessment of return on equity is characterized. Taking into consideration the mentioned above, the models that allow to evaluate the impact of various factors on the obtained performance indicators are suggested. Moreover, the study of the economic analysis of the effectiveness of obligations has allowed defining the system of indicators, which allows characterizing the state of obligations from the standpoint of assessing their movement and influence on the effectiveness of forestry units.

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Application of the construct for the development of a town transport system

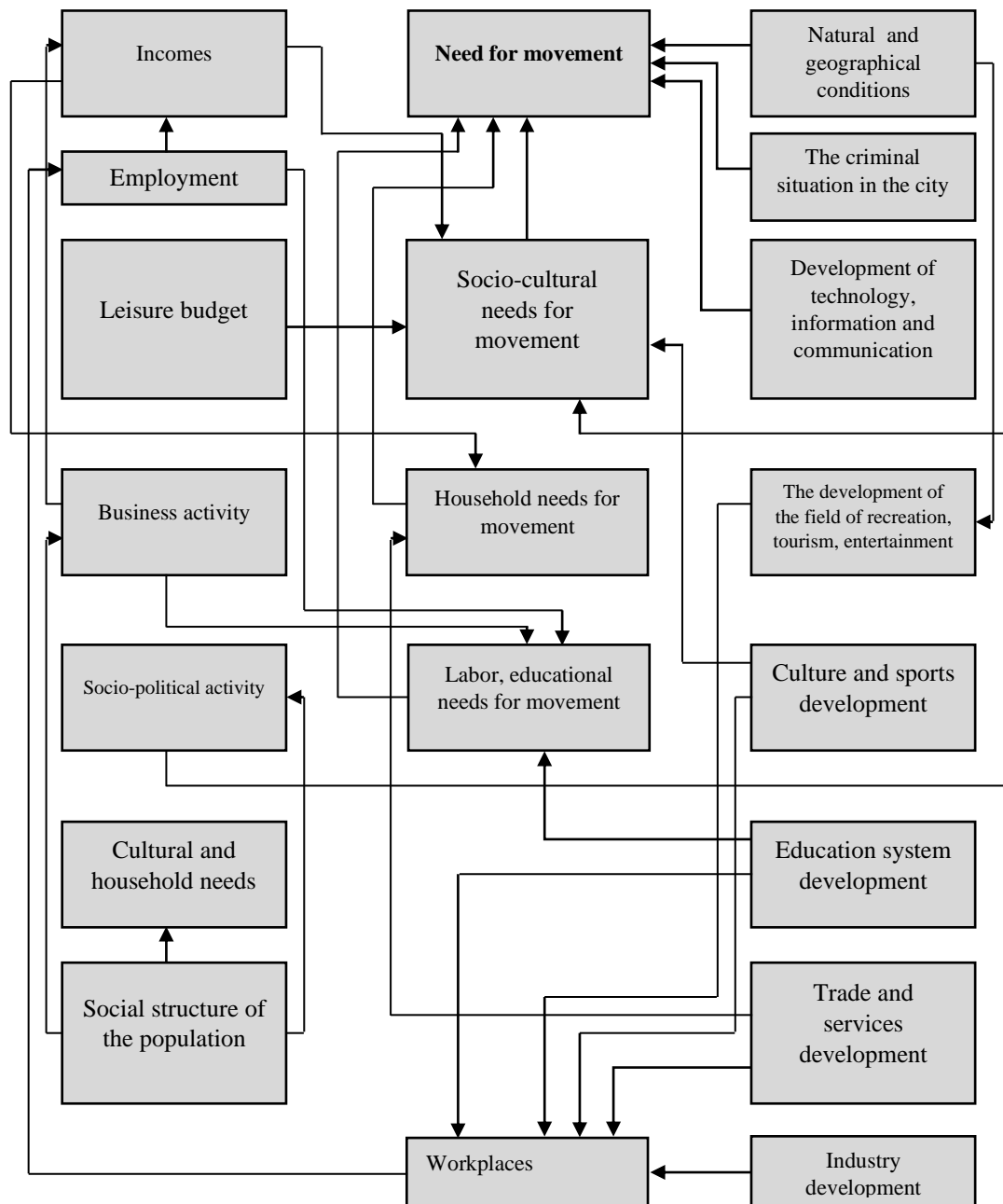
The development of Ukraine's economy in the context of European integration requires the use of the latest forms and methods of managing the country's economy through enhanced cooperation of Ukraine with EU countries. This is especially true for the sectors of the national economy that favor the European integration processes to which the transport sector primarily belongs. The transport industry is of strategic importance for the development of the economy of the country and its regions, and the management of the transport system is one of the priority tasks for state, regional and local authorities. The city's transportation system is an important area of metropolitan life. Effective management of the city's transport system ensures sustainable economic and social development of the society. However, increasing the number of transports in Ukrainian cities, increasing maintaining and operating transport costs, the formation of new logistics routes, the growth of passenger traffic pose new challenges for regional and local authorities, which require modern approaches to managing intercity passenger transport. Passenger transport system of the city performs one of the most important functions of ensuring the economic development of the territories. In this regard, the issue of improving the mechanism of management of the city's transport system is becoming more relevant.

When studying the demand for transport services in the region, the priority is given to study the mobility of the population, which depends on age composition, income, average monthly wage and other socio-economic factors. Demographic study is an important component of a comprehensive study of the region's passenger transport system as it makes possible to reach rational management decisions regarding rolling stock planning and financing citizens of privileged categories.

At present, there is a continuous increase in population mobility in Ukraine, which is associated with the revival of the country's economic life. In the general case, the need for movement is determined by the following factors: employment (work, training), cultural needs, the need to solve everyday issues, social activity, recreation needs, entertainment, communication. The factors that determine the needs for movement identified in the study are presented in Figure 1 [7, p. 53].

The second key is regarded to many options for each movement. For the purpose of this study, we will consider two groups: intercity passenger transport (IPT) (T_i) and alternative movement. Alternative options (A_i) include, in the general case, the following modes of transportation: by car,

business transport, bicycle (motorcycle, scooter), taxi, walking. Many T_i are represented by variants of movement by IPT. Many A_i (for each person is determined by the availability of individual means of transportation and the possibility of using operational transport). Figure 2 presents the structure of types of intercity movements and factors that determine in advance pedestrian movement [5].



Each of the possible variants of a specific movement can be characterized by a set of parameters: speed (door to door), cost, comfort, safety (transport and environmental), availability of conditions for efficient use (parking places, absence of traffic jams on this route, availability of tracks for bicycles, etc.). The value of these parameters depends on the distance and possible routes. Movement distances depend on many intercity parameters (size and

topology of intercity area, structural and functional organization of the intercity system, etc.), and routes - on SRN, its condition, traffic organization. Finally, the process of choosing by person to move from a variety of T_iUA_i is to evaluate and compare different options, and is determined by the solvency and strategy of choice, which depends on the priorities and the degree of motivation of the movement.

As a result of the analysis, many of the parameters that determine the choice of movement method, can be represented as the following groups.

The cognitive approach allows to:

1. To consider not only the issue of IPT management, but also to study the more general task of managing the intercity movements carried out by influencing the environment, that is, the choice conditions. This challenge is relevant to the challenges posed by the increasing urbanization of cities and is to eliminate the unmet need for movement and to harmonize movement by IPT and individual transport with respect to the interests of the population and the city.

2. To identify different variants of movement in the IPT system, which in many cities has already lost its former homogeneity and includes different types of ownership, quality, price and ways of providing services to carriers.

3. To analyze the whole sequence of events that determines the process of formation of needs for movement, the choice of a movement method, realization (or non-realization) of movement, i.e. formation of a real structure of intercity movements. $\{M_{IPT}, M_{IT}, M_F, M_{UM}, M_{PP}\}$

4. Include factors (controlled and uncontrolled) that affect the parameters that determine the processes under study.

In addition, it is necessary to take into account the uneven demand for movement in the direction, speed, price and quality of service. Figure 3 presents the results of the analysis and structuring of demand and its determining factors. The parameters that characterize the offer of IPT services to consumers are represented by three groups: movement speed, cost, service quality [5; 7].

In order to simulate the process of selection by the population of the method of transportation, it is proposed to take as a basis the selection criterion from the work of A.S. Mykhailova. Approach of A.S. Mykhailova is chosen for the following reasons: mobility on an IPT is investigated in conjunction with alternative modes of movement; the use of the selection criterion is fully consistent with the approach chosen in this study, based on a cognitive analysis whose logic requires the study of the process at the point of interaction between the passenger and the carrier; the criterion covers a considerable number of parameters that influence the choice of the mode of movement and thereby determine the structure and quantitative parameters of population mobility [5, p. 64].

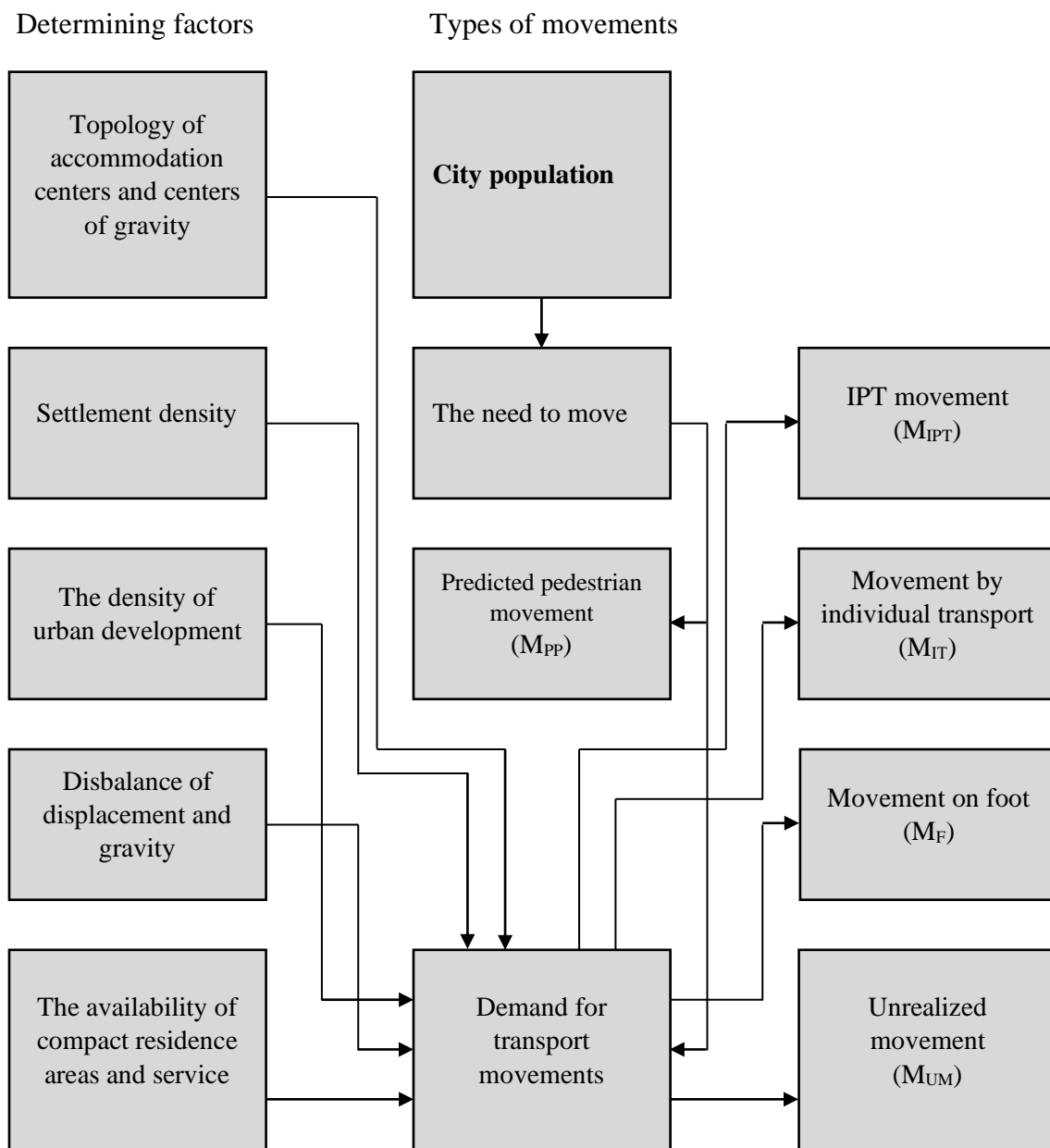


Fig. 2. Structure of intercity movements [5]

The method of A.S. Mykhailova is a generalization of the theoretical approaches of institutionalism, marketing and thermodynamic analysis of economic systems and is formulated as follows: the behavior of the entity moving on average in a stable mode rationally on the criterion of minimum transaction costs (T_{TP}), which include costs (C) associated with the implementation of this movement, and the time spent (T). The cost part of transaction costs is reduced to temporary one due to the cost of time of the movement entity, in which income per person is used (I_{PP} , UAH / h) [7]:

$$T_{TP} = T / I_{PP} \quad (1)$$

The second the sum of in this expression is defined as the time it takes the entity to move to offset the cost.

The desire of the population to minimize transaction costs leads to the choice of a transportation method for which the value of T_{TP} will be minimal.

In the expanded form, this criterion for any method of movement is as follows:

$$K = T_1 + T_2 * L + \frac{C_1 * L + C_2}{I_{PP}} \quad (2)$$

where: T_1 - time costs that do not depend on the distance of travel, h;

T_2 - time spent per unit of movement length, h / km;

L - movement length;

C_1 - cost per unit of movement length, UAH / km;

C_2 - cost costs that do not depend on the distance of travel, UAH;

I_{PP} - the income of one person who is the subject of movement.

In addition, this criterion also takes into account the psychological costs that characterize the difference in the psychological perception of a person by the various modes of movement and costs, which are expressed by the corresponding coefficients of P_i .

On the basis of this formula, the expressions for the performance criteria of different modes of transport: on foot (C_F), by IPT (C_{IPT}), and by individual transport (C_{IT}), have the form:

$$C_F = P_{hf} * \frac{1}{V_F} \quad (3)$$

$$C_{IPT} = \frac{2 * P_{hf}}{3 * P_{MM} * V_F} + \frac{PH_w * I_m}{2} * \frac{L}{V_{IPT}} + \frac{T_{tar}}{D_{IPP}}; \quad (4)$$

$$C_{IT} = \frac{2 * P_{hf} * L_{park}}{V_F} + \frac{P_{IT} * L}{2} * \frac{PH_{NA} * S_{1km} * L}{D_{IPP}} + \frac{T_{tar} + Ph_s + C_s}{D_{IPP}}; \quad (5)$$

where: V_F , V_{IPT} , V_{IT} - speeds of pedestrian movement, movement by IPT and individual transport, km / h.

P_{MM} - route network density, km / km²;

I_m - the interval of IPT vehicles movement, min;

L_{park} - average length to the car parking place, km;

S_{1km} - variable cost rate per 1 km, UAH / km;

T_{tar} - tariff in IPT, UAH;

C_{IM} - movement costs, UAH;

C_s - set costs, that is, the expenses of a person related to the implementation of a certain activity, UAH;

P_{hf} , P_{IPT} , P_{IT} , P_{HW} , P_{NA} , P_{hs} - coefficients of psychological assessment, respectively, on foot, by IPT, individual transport, vehicle waiting, non-address and costs.

Складання критерію вибору населенням способу переміщення наведено у таблиці 1.

Setting a criterion of transportation mode population choice is given in Table 1.

Table 1.

Setting the criterion of transportation mode population choice

Criterion components	Movements on foot	IPT	Personal car
T_1	0	$\frac{2 * P_{hf}}{3 * P_{MM} * V_F} + \frac{P_{H_w} * I_m}{2}$	$\frac{2 * P_{hf} * L_{park}}{V_F}$
T_2	$P_{hf} * \frac{1}{V_F}$	$P_{IPT} * \frac{1}{V_{IPT}}$	$P_{IT} * \frac{1}{V_{IT}};$
C_1	0	0	$P_{NA} * S_{1km}$
C_2	0	T_{tar}	$C_{IM} + \frac{C_s * (C_{car} / T_{sl} * C_{year})}{N_{year}}$

The list of defining costs S_{1km} , C_{IM} , C_s , C_{year} , for the calculation of C_{IT} , are presented in Table 2. In the last column of the table, the symbol "+" indicates the parameters managed by the city administration to regulate the movement by individual transport.

Thus, in the work of Mykhailov A.S. dependencies are identified and the next set of factors influencing the demand structure is highlighted [7, p. 34]:

1. Town planning factors represented by the form of the law of distribution of the movement length, its average value and variance.

2. Socio-economic parameters of the population, represented by the form of the law of distribution of income per person, its average value and variance.

3. Technical and economic parameters of IPT: density of the route network; total length of the route network; operational number of rolling stock units; operating speed and connection speed on the IPT; IPT fare.

4. Possibilities of introduction of individual transport: average distance to the place of parking; the speed of the car in the stream; rate of variable costs for 1 km of run of own car; cost of a car; the value of the annual fixed cost of operating a car; average number of trips per year by private car; the cost of fixed costs for 1 trip by car.

On the basis of comparison of the parameters that determine the population's choice of the method of movement, obtained by the results of own study, with those used in the criteria of A.S. Mykhailova, we can make the following remarks [7, p. 96]:

Table 2

Composition of costs associated with the operation of individual transport

	Cost category	Cost item		Manageability of cost items
S_{IKM}	Costs, depending on the distance of travel, but the output non-addressed to it, UAH / h	Fuel costs		-
		Operating materials		-
		Tires		-
		Spare parts and repair materials		-
		The cost of repair		-
C_{IM}	Costs incurred in the process of movement, but independent of the distance of movement, UAH	Cost of paid parking		+
		Paid travel on roads		+
		Paid entry to the point of arrival (stations areas)		+
C_s	Costs that do not depend on the number of movements (set costs), UAH	Costs to buy a car (C_{car})		-
		Annual fixed costs (C_{year})	Tax and insurance costs	+
			Cost of technical inspection of the car	+
			Other government fees	+
			The cost of keeping a car	—

1. The criterion does not take into account the transfer rate (C_{trans}) when moving to an IPT, which for many cities is sufficiently important and affects both the waiting time associated with the transfer and the overall cost of the movement (for example, in Vinnitsa $C_{trans} = 1.37$).

2. The heterogeneity of IPT services is not taken into account (it is assumed that the entire route network is represented by buses with the same service conditions). However, alternatives to movement across different types of IPT, which differ in many parameters, require an objective study to accurately reflect the demand for them and more detailed segmentation of the transport services market.

3. The criterion does not clearly take into account the level of motorization of the city's population. According to the formula for calculating the C_{IT} in the same conditions are in the process of choosing both the person who already owns a car and one who does not yet have it, but can buy if $C_{IT} < C_{IPT}$. The coefficient of psychological perception of set costs (C_{sc}), to which the cost of the car relates and is reduced to the annual cost, cannot be the same for the owner of the individual transport and the person who is going to buy it. In the first case - the usual payment of the amount of annual payments, and in the second - a resolution to make large expenses at once, the transition to a new quality state, etc. Thus, psychologically, the transition from IPT to individual transport may not be the same for people who own and who do not own a car.

4. Studies show that the composition of individual transport owners is heterogeneous. Among them, of course, there is a fairly large group of "convinced" (in each city is determined on the basis of surveys), who always choose a car. This parameter should be taken into account when determining the Ph_{IT} psychological evaluation coefficient.

5. Using per capita income to reduce the cost of movement to temporary one does not allow to take into account such environmental parameters as inflation, the consumer price index and similar factors that may alter the solvency of the population.

6. The types of movements and their associated levels of motivation, which also influence the choice of movement, are not taken into account. Thus, the study of the threshold distances (L) from which the transition from pedestrian traffic to transport is made, determines the dependence of this parameter on the type of movement. On average, estimates are $L = 2$ km for labor movements and $L = 3$ km for cultural and domestic use. Studies on the dependence of transport utilization rates on labor and cultural and household movements also differ due to the different motivation of these trips. In addition, the degree of motivation determines the number of unrealized movements.

Some limitations of the model include the assumption of an IPT tariff. In Japan, for example, the fare depends on the distance of travel, and in some US cities, the fare is free of charge. This fact confirms once again that the IPT model for each particular city is different.

Some of the comments can be taken into account when modeling the selection process in dynamics. Some of the comments made are suggested to be used to correct the calculation formulas for the C_{IPT} and C_{IT} criteria.

It is proposed to add the coefficient $C_{trans\ C_{IPT}}$ into the formula for C_{IPT} . The formula is as follows:

$$C_{IPT} = \frac{2 * P_{hf}}{3 * P_{MM} * V_F} + \frac{PH_w * C_{trans\ C_{IPT}} * I_m}{2} + P_{IPT} * \frac{L}{V_{IPT}} + \frac{C_{trans\ C_{IPT}} * T_{tar}}{D_{IPP}}; \quad (6)$$

It is also suggested to adjust the formula for calculating the C_{IT} criterion to reflect the difference of choice for people who own or do not own a car.

An indication of the presence of individual transport - P_{IT} ($P_{IT} = 0$ in the presence and $P_{IT} = 1$ in its absence) is introduced, which will exclude its cost from the cost of set citizens who own their own car. The adjusted criterion formula looks as follows:

$$C_{IT} = \frac{2 * P_{hf} * L_{park}}{V_F} + \frac{PH_{IT} * L}{2} + \frac{Ph_{NA} * S_{1km} * L}{D_{IPP}} + \frac{C_{IM} + P_{hs} (P_{IT} * \frac{C_{car}}{T_{sl}} + C_{year}) / N_{year}}{D_{IPP}}; \quad (7)$$

or

$$C_{IT} = \frac{2 * P_{hf} * L_{park}}{V_F} + \frac{PH_{IT} * L}{2} + \frac{Ph_{NA} * S_{1km} * L}{D_{IPP}} + \frac{C_{IM} + P_{hs} + C_s}{D_{IPP}}; \quad (8)$$

$$C_s = (P_{IT} * \frac{C_{car}}{T_{sl}} + C_{year}) / N_{year}; \quad (9)$$

The components of the adjusted criterion for population selection of the mode of movement are presented in table 3.

Table 3

Adjusted table of calculation of constituents of selection criteria for population by means of movement

Criteria components	Foot movements	IPT	Personal car
T_1	0	$\frac{2 * P_{hf}}{3 * P_{MM} * V_F} + \frac{PH_w * C_{trans \text{ CIPT}}}{2} * I_m$	$\frac{2 * P_{hf} * L_{park}}{V_F}$
T_2	$P_{hf} * \frac{1}{V_F}$	$P_{IPT} * \frac{1}{V_{IPT}}$	$P_{IT} * \frac{1}{V_{IT}};$
C_1	0	0	$PH_{NA} * S_{1km}$
C_2	0	$C_{trans \text{ CIPT}} * T_{tar}$	$\frac{C_{IM} + P_{hs} (P_{IT} * \frac{C_{car}}{T_{sl}} + C_{year})}{N_{year}}$

Thus, the factors that influence the population's choice of transportation means are identified. It can be stated that generally the process model of "population's choice of transportation means" MV reflects a certain set of city parameters (Gnass, GMB, Gavn, GVDM) and CPT (P_{CPT}) parameters in the structure of inner-city movements Π .

$$\Pi = \{\Pi_{IPT}, \Pi_{IT}, \Pi_f, \Pi_{NP}, \Pi_{other}, \Pi_{zp}\};$$

$$MV : \{Gnass \ GMB \ Gavn \ GVDM \ P_{CPT} \rightarrow \Pi\}$$

In this case, the movements structure and their implementation variants collectively affect the various city parameters, including, Gekon, Gekol, GVDM, as well as determine the values of efficiency components. The movements structure managements according to the conducted researches is possible at the following levels:

The CPT system formation, which provides the necessary consumer services parameters, is conducted by the city administration and transport enterprises in the process of transport operators' admission to the market of CPT services. The share of each of these entities in the formation process of

these parameters is determined between them by the level of divided control functions.

Management of the transport operators' admission to the transport services market should be conducted in accordance with the principles of a systematic approach to solving problems of CPT management, which includes the following chain: the CPT state and the environment analysis - strategy for the CPT development - tasks - economic model of CPT organization - management functions - CPT services parameters - the criteria for the CPT effectiveness, i.e. the conformity degree of the results to the goal.

The developed cognitive and functional CPT model allows to investigate the impact of the decisions made related to the choice of organization economic model and the level of separation of management functions on the CPT target parameters, which are set in accordance with the adopted strategy and tasks. As studies of the CPT development in Ukraine and abroad have shown, the process of transition from an administrative model to a regulated market model has common features and can be presented as a sequence of stages (Fig. 3):

1. Consolidation and privatization of state and municipal CPT enterprises. Demonopolization of the market. Reduction strategy of government subsidies.
2. Provide free access for private operators to transport. Conduct the strategy of creation and development of transport services market.
3. Introduction of controls on the main part of the route network (municipal order) while maintaining the elements of the free market. Conduct a policy of consolidation of operators in order to create conditions for updating the vehicles in use at the expense of the enterprises themselves.
4. Introduction of competitive access to the CPT market. Policy for increasing the social orientation of the CPT, expanding the management functions of the city administration.
5. Implementation of the policy of increasing the attractiveness of the CPT as an alternative to individual transport in order to reduce environmental damage and, as a result, to improve the quality of person's life, which is conducted by further expanding the functions of the city administration.

Cognitive maps reflect the factors of the phenomena under study and the causal relationships between them in the form of a graph. Factors can be qualitative or quantitative, have initial values and limits or lists of acceptable values. Arcs that determine cause and effect relationships between factors have a direction, a sign of influence (positive - "+" or negative - "-"), the degree of influence (numerical value or qualitative characteristics of the influence, etc. of the admissible set), the formal dependencies of one factors from another, the parameter of the time delay of implementation.

Depending on the level of knowledge about the factors and their relationships, different levels of graph detailing and analysis of cognitive maps are possible, in which the following main tasks are distinguished:

analysis of positive and negative feedback cycles; disturbance analysis; analysis of the situation stability described by the cognitive map; solving the direct problem of cognitive analysis "what if ..."; solution of the inverse problem of cognitive analysis "what is necessary to ..."; modeling with numerical results.

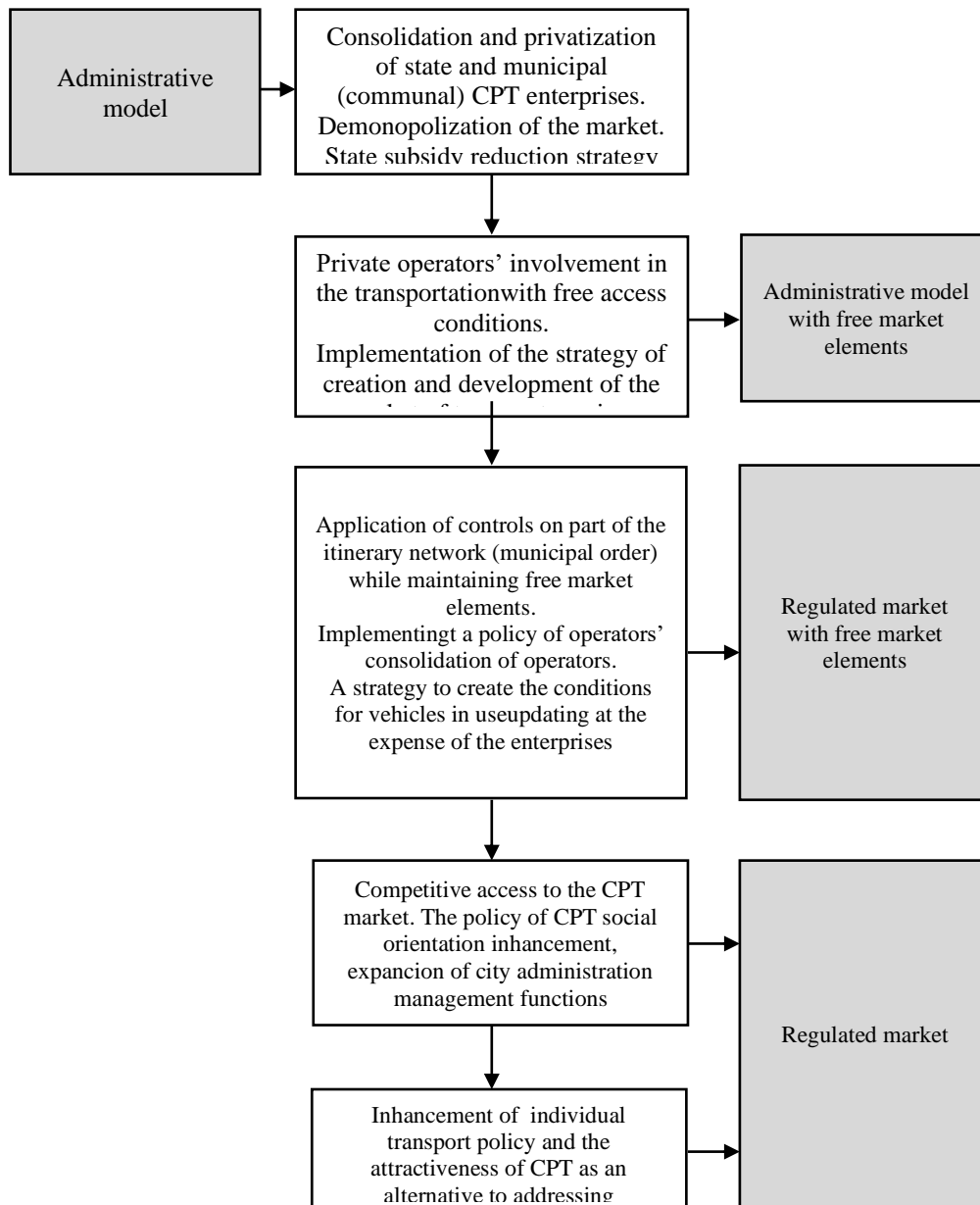


Fig. 3. The concept of the CPT system reform

The fundamental principle of market organization is that costs must be offset by revenue from transportation. The CPT expression is shown in Figure 4.

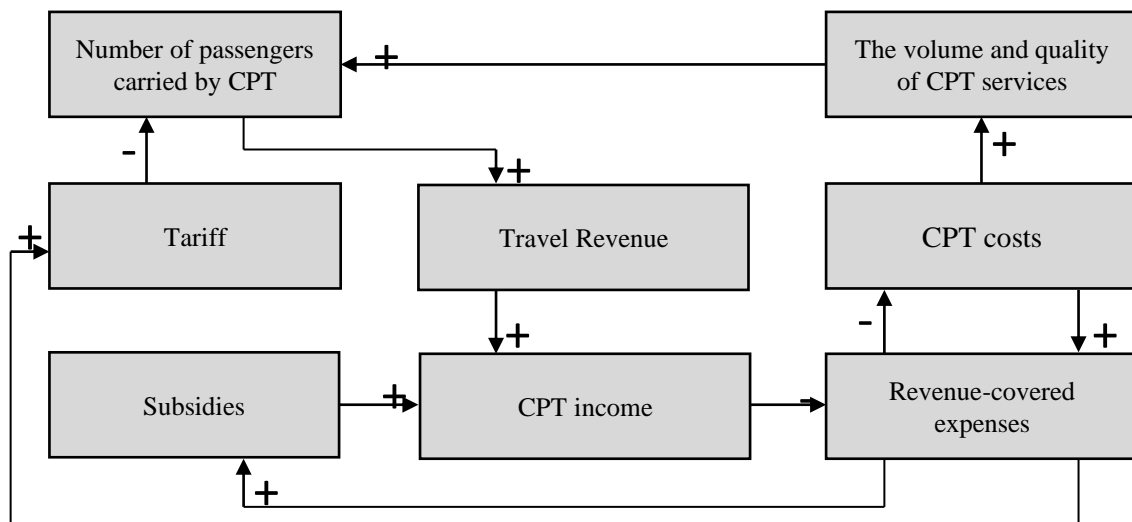


Fig. 4. Basic scheme of the CPT market organization

As shown by the analysis of cognitive factors affecting the number and structure of movements, the population's transport mobility in cities of Ptr is a function of many variables. The value of the total internal mobility of the population is the number of movements (in all types of connections) per citizen of the city per unit of time. To determine the structure of intra-urban displacements and the total number of displacements in various ways, we have developed a simulation programme to assess the current state and forecast the parameters of urban mobility of the population under different management decisions and changes in the parameters of the operating environment.

In the process of developing a simulation model to calculate the total magnitude of intra-urban movements, it is proposed to use an algorithm built on the basis of an adjusted model to calculate the daily mobility value. Waxman, which uses the following transaction costs instead of the average cost of moving time:

$$1) M_d = b / (T_{cp_tr} + a);$$

$$2) T_{cp_tr} = \sum K_i * P_i,$$

where TSp_tr - average daily transaction costs of moving time, h ;

K_i is the criterion for choosing the i alternative to the mode of travel;

P_i is the probability of choosing the i alternative to the mode of travel.

The coefficients in formula (1) were determined by different samples and levels: $a = -13,54$, $b = 46,54$ with [3]. The correlation coefficient between the calculated and actual data is 0.96, which confirms the high degree of correspondence. The formulas obtained in the second section of the

dissertation (for CMPT and KIT) are used to calculate the criteria. This approach allows for a much larger number of parameters that determine how to move.

The amount of movement in the i method is determined by the formula:

$$Q_i = M_d * 365 * P_i * N_{nas}, \quad (3)$$

where Q_i is the annual number of movements in the i message mode, millions of movements;

R_{dob} - daily mobility of the population, displacement / day / person;

365 - number of days per year;

P_i is the probability of choosing the i alternative of movement;

N_{nac} - population of the city, thousand people.

The structure of the simulation programme includes:

1. Block of input, correction of the initial data, which are represented by parameters: cities: distance of the trip (histogram or mathematical expectation and variance); population: number, per capita income (histogram or mathematical expectation and variance), number of passenger cars per 1000 inhabitants; CPT: tariff, travel interval, route density, speed, etc.; conditions of individual transport use; model: sample-generated size - N and other settings.

2. Block to simulate the needs for movement - generation of the sample array $\{D_i, L_i, PIT_i\}$ $i = 1, 2, \dots, N$, where the per capita income, L_i , - distance of displacement, PIT_i - a sign of acar presence.

3. Block of simulation of the choice of the method of movement - calculation of the criteria K_{ij} for each i element of the array and each j method of movement ($j = 1, 2, \dots, m$).

4. The unit of calculation of the probabilities of choosing each of the modes of movement is $\{P_j\}$, $j = 1, 2, \dots, m$.

5. Block calculating the total number of population movements in different ways (daily P_{bj} and annual P_{rij}). The programme is based on a sample generation algorithm and an algorithm for calculating selection probabilities based on the formulas of the K_{ij} criteria.

To generate samples $\{D_1, D_2, \dots, D_n\}$ and $\{L_1, L_2, \dots, L_n\}$, the programme uses population and income distribution histograms. The histogram can be set as a table or values of mathematical expectation and variance. In the second case, the corresponding table is programmatically formed to calculate the gamma distribution:

$$F_1(D, A_1, B_1) = \frac{1}{B_1^{A_1} \Gamma(A_1)} D^{A_1-1} \exp\left(-\frac{D}{B_1}\right), \quad (4)$$

$$F_2(L, A_2, B_2) = \frac{1}{B_2^{A_2} \Gamma(A_2)} D^{A_2-1} \exp\left(-\frac{D}{B_2}\right), \quad (5)$$

The parameters of the distribution law A_1 , B_1 , A_2 , B_2 are calculated by the formulas:

$$A = \frac{\sigma^2}{S}, B = \frac{S^2}{\sigma^2}, \quad (6)$$

where S -mathematical expectation of distribution, σ -variance.

Based on this, the following tasks must be solved in each city of Ukraine: ensuring accessibility for all segments of the population; ensuring the efficiency of the CPT and saving resources; increase of transport network capacity; introduction of high-speed movement of passenger trains, first of all daily; development of a network of highways, especially highways, and bypasses of settlements; development of seaport capacity; development of transport junctions and railway, road approaches to seaports; development of a network of border crossing points; development of the airport network; development of the state airspace use system of Ukraine; creation of a network of logistics centers; improvement of the network of information and communication technologies of transport.

In this case, the responsibilities and powers of the city administration are determined on the basis of the following principles: full responsibility for the organization of transport services while maintaining in the municipal ownership of the relevant infrastructure and route network; freedom of choice of regional or local governance model of the reform model; gradual streamlining of urban transport levels on the basis of common social standards; nationwide support for reform (the principle of "subsidies and grants - in exchange for reform"); development of competitiveness with freedom to choose a competitive model; the use of financial mechanisms restricting the use of private cars and the support of public transport; separation of management of the CPT system and direct transportation.

Thus, the management of the CPT at the municipal level should ensure that the following tasks are fulfilled: transport accessibility for all segments of the population; CPT efficiency and cost savings; reducing environmental damage from transport; improving traffic safety; improving service quality; reduction of time for transportation; ensuring mobility of the population.

Obviously, the effective solution of the tasks is possible only on the basis of a comprehensive approach to the CPT management, taking into account the factors of the operating environment. Improving the CPT management using a cognitive-functional model is the following: consideration in the relationship of the whole complex of tasks to improve the CPT work; managing the development of the CPT, taking into account alternative ways of realizing internal mobility and regulating movements on individual transport by creating conditions for their use; orientation in solving CPT problems on the socio-economic and urban development parameters of the city; solving CPT tasks in conjunction with the tasks of developing transport infrastructure

and traffic organization on the road network; analysis of the consequences of the decisions made on the target factors - quality of life of the person, ecology, consumption of resources.

To achieve these objectives, the following approaches are proposed based on the identified dependencies between the CPT internal and external factors and the developed cognitive maps:

1. Ensuring transport accessibility for all population's segments: optimal transport network (approach time, waiting time, etc.); acceptable CPT tariffs.

2. Ensuring the CPT efficiency and saving resources: the minimum total cost of resources (taking into account the structure of movements by individual transport, CPT, etc.); development of local trade systems and services to minimize daily commuting; development of conditions for cycling; transport network optimization, system of routes, schedules of work taking into account space-time unevenness of passenger flows; the use of incentives to increase the efficiency of work and save resources by transport companies.

3. Construction of a transport service system with minimal environmental damage: support for electric transport; cycling conditions development; the road network repair and development; organization of traffic without traffic jams; routes and the number of CPT vehicles streamlining and optimization, including parallel routes; use of mostly large buses; creating conditions for CPTs that will be attractive to individual transport owners.

4. Security: increasing the capacity of the transport network; introduction of high-speed movement of passenger trains, first of all daily; development of a network of highways, especially highways, and bypasses of settlements.

5. Quality of service: reduction of salons overflow; reduction of the interval of movement; regular traffic of vehicles; increased comfort of the trip; public awareness of the system of routes and timetables; development of the ticket system.

6. Transport movement time reduction: increase of CPT movement speed; creation of conditions for use of individual transport; improving road network organization.

7. Ensuring the population's mobility: optimal compliance of the itinerary network and schedules of movement with the space-time parameters of passenger flows; provision of CPT services to different segments of the population with different requirements for speed, cost and quality of movement; increasing the speed of CPT movement. Creating conditions for the use of individual transport.

The list of tasks for CPT improvement that need to be resolved within the adopted strategy is formulated on the basis of the results analysis of the above tasks and possible ways of their implementation. The priority for the Zhytomyr CPT is to optimize routes, timetables, types and quantities of vehicles used, based on a more accurate accounting of potential passenger

flows in space and time, to ensure accessibility for all segments of the population with minimal use of resources (Z1); vehicle in use updating for realization of traffic safety, quality of service of population and increase of attractiveness of this sector of economy for investors (Z2); priority development of electric transport as the most environmentally safe (Z3); repair and development of a street-road model to ensure the operation of a prospective optimized transport network, reduce vehicle wear and improve the environmental situation on central highways (Z4). The priorities of the formulated tasks were determined on the basis of the analysis of the initial CPT state parameters, which are still awaiting changes as a result of the solution of this task, trends of their change, the possibility of instability of the situation, the threat of catastrophe; research of the consequences of solving the problem on the situation in the CPT as a whole, target strategic parameters (ecology, saving of resources, quality of life); exploring options for ranking management tasks to choose the most cost-effective and complex effect of the sequence of events. Several options for prioritizing the formulated tasks Z1-Z4 were considered. The main variants for which studies were performed using cognitive maps are: 1) Z1, Z2, Z3, Z4, 2) Z4, Z1, Z3, Z4, 3) Z1, Z4, Z3, Z2.

In Fig. 5. The improvement construct of city transport system management mechanism is presented.

Thus, the existing construct of improving the mechanism of the city's transportation system management (a set of constructive proposals for the development of the city's transportation system) forms an instrumental basis for the development of the city's transport system in order to achieve the goal of satisfying the needs of the population and the production of quality transport services through the realization of strategic tasks.

The most optimal from the point of view of achieving the complex effect was the third of the considered scenarios. It envisages the development of an optimal transport system of the city and aims, on the one hand, to improve the CPT parameters for users, and on the other - efficiency, saving resources, reducing the traffic load of the central part of the city. The optimization of the route network should result in requirements for the development of the city's transport infrastructure for the implementation of optimal traffic patterns. The choice of the CPT organization model and the separation of management functions between the city administration and transport enterprises were carried out in accordance with the results of the analysis of the dynamics of changing environmental parameters, cities, the main of which is an increase in population income; increase in motorization; continued increase in wear of rolling stock, road network; continued increase in traffic flows.

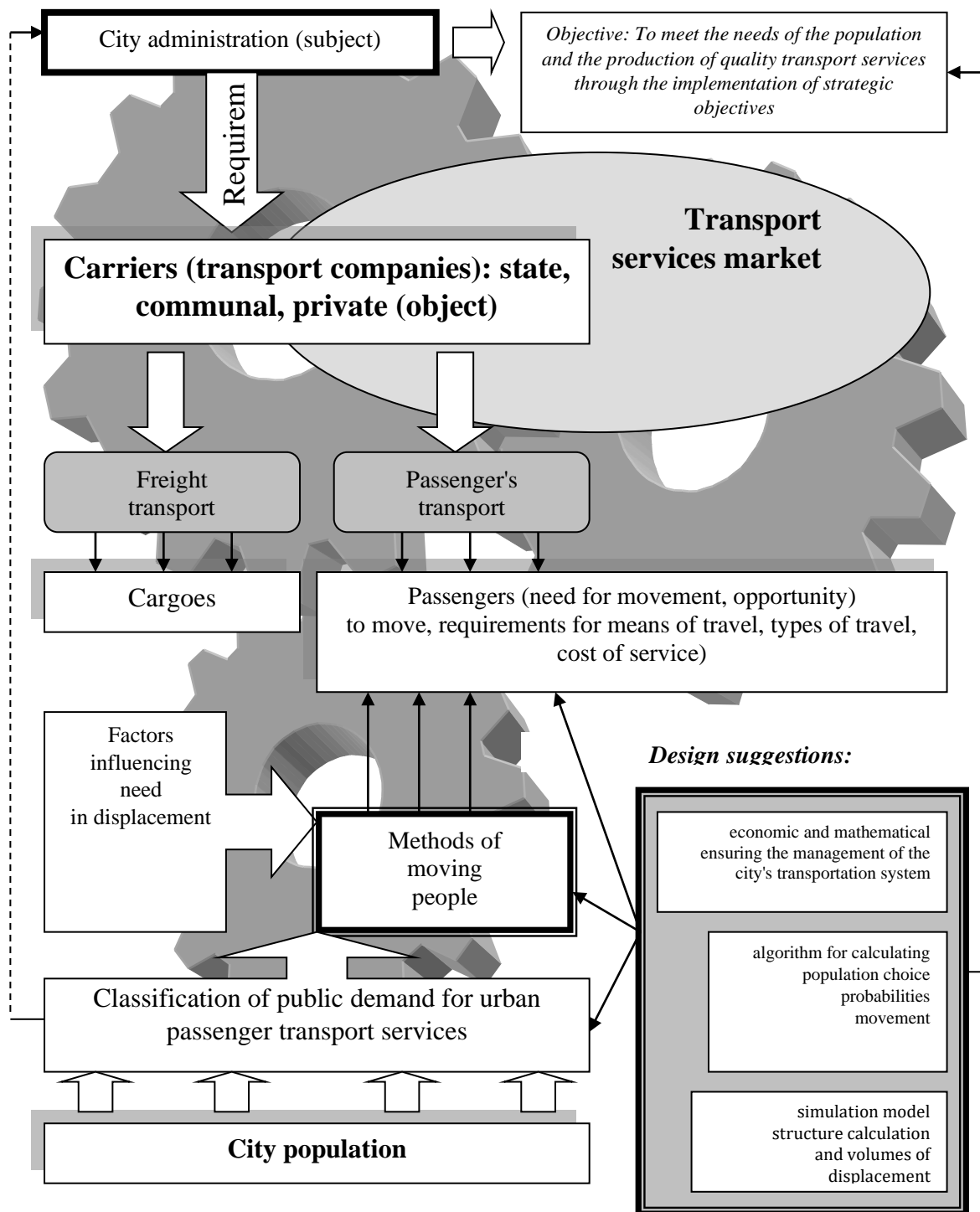


Fig. 5. The mechanism for the city transport system management improvement

Behavior modeling of CPT target parameters (with the help of cognitive programming) in the development of the situation on the cognitive maps

"Free Market" and "Administrative Model" showed that the free market does not allow to achieve the set goals due to lack of incentives for carriers to solve social and environmental problems; the administrative model because of the lack of budgetary resources required to solve the whole set of tasks leads to their inability to be solved in a reasonable time. The adopted CPT development strategy uniquely defines a regulated market with the involvement of private transport companies as an economic model for the CPT organization. To aim this, contracts should provide for such degrees of freedom for the carrier that would provide incentives to improve efficiency, save resources, invest in the development of the enterprise, vehicle in use repair and upgrade. The target parameters are determined on the basis of the analysis of the cognitive map "Carriers' interests and parameters of CPT services" (disturbance propagation, analysis of positive and negative feedback cycles).

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PART V

SECTOR COOPERATION

Association agreement: driving integrational changes

**Accent Graphics Communications
2020**

Enhancing social entrepreneurship skills among university students at English language classes

Social entrepreneurship is one of the main concepts of modern life as we face the challenges of the XXI century. The everyday-changing environment and arising challenges require from us looking for new methods and ways of doing new things for our benefit and the benefit of our community – both local and global. In the work published under the responsibility of the Secretary-General of the Organisation for Economic Co-operation and Development (OECD), which is called “The future of education and skills. Education 2030”, one of the competencies “to transform our society and shape our future” is “Creating new value”. It is stated that “people should be able to think creatively, develop new products and services, new jobs, new processes and methods, new ways of thinking and living, new enterprises, new sectors, new business models and new social models” (OECD, p. 5). Understanding this, more and more people are getting involved in the entrepreneurship activity and social entrepreneurship in particular. Social entrepreneurship is defined as a special form of management that is aimed at running a production function so that to provide added value for all stakeholders. Its main goal is to make a world better for all people. In this regard a social entrepreneur acts not just as a businessman, but as an agent of changes in the society. Social entrepreneurship is a decentralized process, as the entrepreneurs are free to experiment, involve various participants and partners, bringing in innovations and supporting democracy (Sandal, 2010, p.15, p. 40-41). These are some of the reasons why social entrepreneurs are so important nowadays, under the modern conditions of constant changes, the need for innovations and deep social issues.

Scientists agree that becoming an entrepreneur is a complicated task that requires efforts, determination and devotion to the idea. People need to be prepared to the work and develop necessary skills – “becoming an entrepreneur is a process and youth can be shaped to be one in this industry” (Dina etc., 2015, p.118). “...Entrepreneurial competence constitute a system, involving numerous ‘aspects’, ‘topics’ and ‘dimensions’ referred to sets of other skills, abilities and competencies” (Edwards-Schachter etc., 2015, p.6). Therefore, we may state that becoming a successful social entrepreneur, a person requires relevant education, starting from school and continuing at a university. Moreover, we believe this should be based on the multidisciplinary synergy and so included in different subjects and courses.

The aim of this research is to define the personal skills necessary to become a successful social entrepreneur and to outline the possibilities of their development at English language classes at a university.

The research is conducted through the analysis of scientific papers, methodological literature and results of empirical researches on the issue.

The level of demands to a social entrepreneur are much higher than the ones to an office worker, due to his role in the social development and social change, therefore we may conclude that the range of necessary skills is much wider as well. Wadid Lamine, Sarfraz Mian and Alain Fayolle, scientists from France and the USA conducted a research in 2014, examining the way in which a chosen entrepreneur dealt with different issues and serious problems, and outlined several social skills that turned out to be vital. Among them are: social adaptability, tenacity and obstinacy, the ability to learn, social intelligence, coordinating the network of actors and negotiation skills (Lamine etc., 2014, p.525-530). What do these skills imply?

The first skill is the social adaptability – “the entrepreneur’s capacity to adapt to the situation and its gradual evolution” (Lamine etc., 2014, p.525). This skill refers to the person’s ability to change his position, opinion, plans or attitude according to a new situation, different people etc. An entrepreneur for whom it is difficult to alter his business facing new conditions is fated to failure. As Prof. Dr. Jan-Urban Sandal states, “the entrepreneur is not a wage earner or employee, and his tasks in the process of entrepreneurship cannot be compared with those of the wage earner. The wage earner, from the message boy to the directors of the boards, deals only with decisionmaking within the static part of the economy, which means that all decisions are taken based on facts that are already known. The entrepreneur, on the other hand, has to make judgments based on circumstances that are new to him and everyone else, because the new combinations of the first and second input factors have never previously been done. He is not into the position of copying anyone or anything; he is forced to walk on paths that actually yet do not exist, and that nobody has ever passed through” (Sandal, 2013, p.237).

Secondly, the tenacity and obstinacy – “Some situations not only require adaptation, they may require the entrepreneur to say “no” and resist anti-project behavior” (Lamine etc., 2014, p.528). Working on the business project a person has to contact different people, both the project team and other stakeholders, who may have different views on the same issue and different visions of the future, therefore an entrepreneur has to have a clear idea of the social enterprise he/she wants to manage and be consistent in following the plan and preserving the underlying values and principles, not to get off the track.

Thirdly, the ability to learn. The research conducted by the scientists showed that it is important to be able to receive knowledge through practical experience and professional activity under changing conditions, and use this knowledge to improve the enterprise, even changing the activity itself

(Lamine etc., 2014, p.528). This means that a social entrepreneur needs to get used to constant improvement of his knowledge and skills, be able to study through practical experience and be open to new ideas, observing the worldwide trends and changing his/her activity seeing future prospects.

Then, it is important to note social intelligence – “the capacity of the entrepreneur to identify the right actors for the project” (Lamine etc., 2014, p.528). In other words, an entrepreneur has to be able to evaluate the people that he/she may involve, their skills and knowledge, their relevance to the planned enterprise and particular activities on different stages of its operation. This also involves mastering different techniques of communicating with potential employees, such as technical means, oral negotiations, interviewing etc. A social entrepreneur must be an efficient leader, with a clear understanding of people working at the enterprise and the functions they are most suited for.

Another skill outlined is coordinating the network of actors. “The entrepreneur must know how to coordinate the set of partners he deals with on a daily basis” (Lamine etc., 2014, p.529). An enterprise is a live organism consisting of a network of stakeholders, the workers, the partners, potential stakeholders etc., so an entrepreneur needs to be efficient in managing the people, having control of the whole business and activity of separate staff members through concrete communication and control channels, a system of reports etc. There should be a constant update of information on the enterprise activity to know when and what changes should be made, or if the enterprise is capable of performing new tasks the social entrepreneur feels as necessary ones.

Negotiation skills are also extremely important. “The entrepreneur used a variety of negotiation techniques to convince key stakeholders to join the project and to reinforce existing ties (...) Throughout the entrepreneurial process, the entrepreneur used all kinds of negotiation techniques including various tricks, threats, adjustments, opposition, and intermediation, etc., depending upon the situation” (Lamine etc., 2014, p.529). This skill is closely connected with the above mentioned coordination of the network of actors, as in this regard it serves as a tool. Moreover, negotiation skills are necessary for the enterprise development through establishing new personal contacts and preserving the existing social network: “It helps the entrepreneur increase social support by recruiting new network members and reducing the number of opponents” (Lamine etc., 2014, p. 529-530).

Strengthening positive ties: “It is necessary in such a case to capitalize on those people who will support the project, without wasting too much time convincing those who are against it” (Lamine etc., 2014, p.530). It goes without saying that the more people are positively set to work and have nothing against the entrepreneur, the business plan, the strategy etc., the quicker the enterprise will develop according to the entrepreneur’s intentions. Work in a positive social environment brings positive energy to improve one’s

performance, gives more satisfaction from the professional activity and attracts new highly qualified specialists, motivated to work for the result and not just for wages.

The results of the research described above, partly correspond with another work, performed by British scientists to assess the entrepreneurial personality (Smith, R., Bell, R., & Watts, H., 2014). The GET test surveys were distributed to over 600 potential respondents among either social or traditional entrepreneurs. It turned out that social entrepreneurs, in comparison to traditional entrepreneurs received higher scores in three dimensions – creativity, moderate/calculated risk taking and need for autonomy/independence (Smith etc., 2014, p.14). It has been already stated above, that social entrepreneurs are working in new conditions, as individual agents of change and innovators, therefore the need to be creative, independent and risky is obvious.

Almost the same personal traits are outlined in the study on the effectiveness of entrepreneurship education programmes in Malaysian public university, these are: creativity, risk taking, self-efficacy and the need for achievement (Din etc., 2015, p. 120). The questionnaire was developed and 130 students questioned to examine the development of these personal characteristics. The results were positive, confirming the relevance of the skills chosen for the programme. The scientists stress out that modern higher educational establishments should modify the learning outcomes of their courses to provide students with the knowledge of entrepreneurial skills, so that they could use them in their further activity (Din etc., 2015, p. 122). Though the study was related to entrepreneurs in general, we consider the skills defined relevant for social entrepreneurs as well, as the last are one of the categories of the general class of entrepreneurs.

One more study was carried out in University colleges from Spain and USA in 2010. The countries were chosen due to the evidenced differences in the social and cultural contexts in these countries, the indicators of the entrepreneurship development and creativity. Totally 196 engineering students answered the questionnaire and five variables have been taken into consideration, connected with creativity, entrepreneurship and relevant education. The analysis of the results showed that students share the perception of creativity as extremely important for entrepreneurship, but the contribution of the educational system to creativity has gained fewer points. American students consider they receive more training on creativity in comparison to the Spanish ones, but still the general indicators are low. This means that building creativity competence in universities is still a subject to be worked on (Edwards-Schachter etc., 2015, p. 21-24). It is stated that the notion of creativity, regarded as a transferable competence, includes individual features (creative thinking ability, personal traits of character and styles of thinking), some creative processes (e.g., skills of problem-solving) and the activity on developing creative products under specific conditions

(social environment, learning environment etc.). The university programmes should consider all these aspects (Edwards-Schachter etc., 2015, p. 19-20).

Therefore, we may state that the surveys and the statements of separate scientists agree on the necessity for future social entrepreneurs to develop such skills as creativity (the ability to create new products, methods, act in new circumstances etc.), social adaptability, social skills (the ability to manage people, work with them, maintain personal contacts, negotiate etc.), independent decision-making and performance, risk taking. There are certain improvements that should be made at university courses in this regard.

We suggest that one contribution to the solution of this issue could be development of social entrepreneurship skills at English language classes, as they are usually on the crossroads of different subject areas, teaching language as a means of communication and informational exchange. Some of the mentioned skills are already more or less being developed at English language classes, in particular at universities. For example, teachers are often using methods of group work at classes that result not only in the development of English language skills, but also the skills of team work, discussion, decision making and negotiations. As a speaking task students may receive a role-play involving negotiations, debates, finding a compromise or other situations of real-life communication with different stakeholders, potential partners, clients etc. Even simply writing a letter to a university administration, suggesting improvements in the educational process, as learning tasks, requires creativity and independent decision-making. We believe that with the use of new active learning methods this influence towards soft skills development can be increase. Let's look at some of the examples of innovative methodologies of ESP (English for specific purposes – the English language subject taught to university students of various non-linguistic specialties) teaching in more details.

One of the methods that are now becoming more and more popular in ESP is project-based learning. The project activities have a lot of advantages, among which are: professional orientation, focus on the student's needs and interests, teamwork skills development, argumentation and negotiation skills development. Under the project approach students are performing specific roles, which give them the opportunity to take the responsibility and become more prepared for independent decision-making and risk-taking (Bolsunovskaya etc., 2015, p.177). So, project work not only provides students with knowledge, but also develops essential soft skills, necessary for any person and a social entrepreneur in particular. The project work may be of different levels of complexity and so implemented at different stages of a foreign language learning, regardless of the number of students in a class.

Another innovative technique that could be used in combination with the project approach is case-study. The last means that students are given learning material in a case, that they need to solve, based on their knowledge and skills (Bolsunovskaya etc., 2015, p.179). Such task also develops skills of

teamwork, negotiation, decision-making, as well as creativity and self-confidence. It is specialty-oriented with a focus on professional needs, so if to speak of students of economic specialties, a case study in its content may be directly connected with social entrepreneurship activity and give students the opportunity to feel themselves social entrepreneurs.

To give students more independence, specialists advise using communicative techniques with minimal teacher-centred guidance. In this case learners are given a specific task that requires cooperation of a group, where each participant has its role and takes responsibility for his part of job and the success of the whole team. Examples of such tasks could be writing reports, making presentations, research projects etc. (Lavrysh, 2016, p.522). Such tasks may open the space for involvement of a wider range of audience and give students practice in mobilizing sources and establishing personal contacts with different stakeholders.

To develop self-assessment and self-cognition students may be given checklists to monitor their academic progress with pre-defined evaluation criteria (Lavrysh, 2016, p.522). Otherwise, students may be given a worksheet with criteria to evaluate their own work in a group, as teacher may not always know how the student worked in a team to give a deserved mark. Self-cognition may also find its way through oral feedback at the end of the class to look back at the work done.

It is also possible to use debates as a pedagogical tool in the ESP context. There has been a research conducted in Philippines with the involvement of debate experts, practicing All-Asians Parliamentary format. The chosen students were taken through different stages of debates: the pre-debate stage when they had to communicate to share their ideas on the issue of future debates, read some materials and write their speech; the actual debate stage – delivering information to a set of judges, considering the audience when explaining the arguments, listening to the opponents (finding weak points in argumentation, thinking of questions) and answering them at the post-debate stage – listening for the feedback from experts, their comments and suggestions for improvement. The research turned out to be a real success (Aclan, 2016, p. 7-12). As we may see this form of work develops not only all four language skills (reading, writing, listening, speaking), but also critical thinking, teamwork, negotiation skills, leadership, social intelligence and self-cognition.

There are also different methods that may be transferred from informal trainings to ESP classes that will be beneficial to social entrepreneurs. For example, since 2009 British Council has been implementing “Active Citizens” programme for promoting intercultural dialogue and community development for social changes locally and globally. There are trainings conducted under the programme to bring together people from different backgrounds to share and learn from each other, and to implement changes in their communities (British Council).

There are various techniques used at the trainings to organise the dialogue and informational exchange between participants that may be used at English language classes to make them more dynamic, creative and challenging. As an example we may take the exercise called “Four words”. In training the participants are asked to write four adjectives that, to their mind, characterise an Active Citizen. After this they are asked to work in pairs, share their opinion and leave only four words for the two people. During the next stages the groups are becoming bigger and bigger, but the result of their work stays the same – 4 words-adjectives for an Active Citizen. The activity finishes when all participants of the training agree on the 4 words. In the process they are allowed to use argumentation, persuasion, voting etc. (Toolkit, 2017, p. 97). This activity is easily changed for the ESP purposes when students are given the same task, but regarding the issue studied. This develops their foreign language communication skills, as well as creativity, critical thinking, negotiating skills and social intelligence.

Another good activity from the programme is called “World café”. People are sitting at four tables situated in a distance, like in a café. Each table has its own question. Participants are given stated time to discuss the question and then they need to move to another table, so that all four groups discussed all four questions. There are four people staying at the same table, making some notes, giving summary of discussion with the previous group to the new coming and managing the continuing discussion. Then the results are presented and discussed (Toolkit, 2017, p. 35). This exercise works well to develop speaking and presenting skills, as well as the ability to coordinate people, creative thinking, critical thinking and self-efficacy. It may motivate students to look for new ways of dealing with the old issues, develop new methods or ideas of devices needed, think of the new challenges arising and how to face them in a better way.

The two mentioned techniques have been already practiced at my ESP classes and showed high level of students’ involvement and interest in the work. The students’ feedbacks proved that such tasks are new for them, causing challenges in interpersonal communication, finding clear arguments, critical analysis of the information heard, independent formation of output etc. Changing learning environment makes them more flexible and with each new task they are quicker to adapt. There are some more methods that may be used for ESP purposes and contribute to social entrepreneur’s skills development, described in the Active Citizens facilitator’s toolkit available at the programme’s website, such as “Two truths and one lie”, “The story of my shoes”, “Listening at three levels” etc.

We all understand that nobody is born as an entrepreneur. There is a set of skills that should be developed to succeed in the area, especially if we are talking about social entrepreneurship – a challenging path towards social development and changes through innovative activity and production. To such skills we may include: social intelligence, social adaptability, self-

efficacy, creativity, problem-solving, risk-taking, independent decision-making, negotiating etc. The ESP class at a university may become a favourable environment to bring up these skills among young population, preparing them for the future activity. Teaching English involves teaching speaking, listening, reading and writing, but when it comes to ESP, there is a practical profession-oriented focus added, which results in teaching a foreign language as a means for achieving real-life tasks and overcoming challenges. This is why there are various skills developed in addition to the linguistic ones. There are methods developed that help students to reveal their creative potential, study negotiation techniques, practice people management and coordination, give them space for autonomous decision-making and team work. There are also methods of informal education that may be partly transformed and used in ESP classes to widen the spectrum of tasks and make classes more interactive. It is understood, that their usage should be taken with caution and only when it is relevant to the main educational goals. At the same time, in the era of constantly changing environment, new evolving professions and requirements, a university must become a centre that not only gives knowledge, but also actively develops soft skills to provide its graduates with higher flexibility and adaptability to the new challenges, educates personalities capable of independent entrepreneurial activity for the benefit of the society.

This work is performed under the scientific guidance of Prof. Dr. Jan-Urban Sandal at the Fil. Dr. Jan-U. Sandal Institute during the scientific internship, funded by Summit Fund **ES-01-A**, Scientific Entrepreneur Grant.

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Formation of the international intellectual corporation of the Department of Rocket Design and Engineering of National Aerospace University “Kharkiv Aviation Institute”

Owing to achievements of the space industry of Ukraine, it is among top ten countries actively exploring the space, with the use of high-end technologies and practices in this field (Linnik, A. K., Krasnikova, R. D., Lipovskiy, V. I. & Baranov, E. Yu., 2018). During the years of independence in Ukraine, about 200 spacecrafts were put in the low earth orbit against orders of 10 countries (Milinevsky, G., Yatskiv, Y., Degtyaryov, O., Syniavskiy, I., Mishchenko, M. & Rosenbush, V., 2016). It is the evidence of significant scientific and technical potential in this area and introduction of the latest scientific findings in the relevant space developments. Requirements for the creation of modern launch vehicles and satellites of the broad spectrum of action determine the need of training competitive specialists in the market of space developments (Malysheva, N. R. & Hurova, A. M., 2019). Besides, it is necessary to note a large number of participants and developers of this process, experience of which should be analyzed and concentrated. Beginning of the 21st century became was marked by the triumphal development of astronautics requiring the gradual increase in the number of highly trained professionals for this industry (Novykov, O. V. & Tkachenko, V. D., 2015). All this suggests that in present-day competitive conditions the rocket and space industry of Ukraine can meet global trends only with the proficient and competent training of specialists in the international intellectual cooperation.

National Aerospace University “Kharkiv Aviation Institute” is a technical university focused on the international requirements for higher education. It provides training of highly qualified engineers in all areas of aviation, rocket and space science and technology, high-tech engineering, information technologies, etc. One of the glorious pages of the university activity was written by the staff of the Department of Rocket Design and Engineering, which is engaged in training of specialists in the field of rocket technologies. The Department comprises well-known scientific schools, with a number of its projects implemented as a part of international cooperation. (Slyvyns'kyi, V., Gajdachuk, V., Gajdachuk, A. & Slyvyns'ka, N., 2005; Slyvyns'kyi, V., Slyvyns'kyi, M. et. al. 2006 and so on). The paper deals with the description of the international intellectual corporation at the National Aerospace University “Kharkiv Aviation Institute” by the example of the Department of Rocket Design and Engineering.

Main points

The Department of Rocket Design and Engineering implements an integrated systemic approach to solving the problem of specialists' training (Gajdachuk A. V., Gajdachuk V. E., Kondratiev A. V., Kovalenko V. A., Kirichenko V. V. & Potapov A. M., 2016). It is obvious that solving of this problem is of permanent character; it can be solved only by attracting the colossal intellectual and material resources. Given this, the Department uses the principle of intellectual cooperation based on the dual training of students of the Department (Novykov, O.V. & Novykova, T.O., 2019) and opportunity of mutual professional development of employees of KhAI and leading enterprises and institutions of the world.

What is the essence of this principle? The Department established long-term international scientific relations with a number of organizations and educational institutions. Their depth and character change over time, but the links remain. These organizations possess high intellectual potential, both collective and personal one. Professionals of these organizations working in specific areas are associated with a number of world-famous companies for which they solve the important practical problems requiring scientific understanding, support, development of new methods, concepts, scientific foundations and so on. These professionals, being directly involved in training of students according to the dual system at the particular enterprise or further training at the Department, carry with them a huge flow of information that requires scientific understanding, analysis, synthesis, and generalization by KhAI teachers. Summarized information flows back to all these firms, being transformed into new solutions, facilities, technologies, equipment, etc., that is, into implementation of the results of graduates and employees of the Department.

What remains at the Department and KhAI? Ideas, approaches, principles, refracted into new specific topics, tasks, problems laid down in grants; advanced research and development; business contracts; provision of the educational process with teaching aids, exhibits, writing of textbooks and monographs.

Finally, the last and lowest level (Fig. 1): advanced research and contracts deliver the science topics for the students' R&D works, master and postgraduate training programs. Forms and methods for the implementation of R&D at the Department are shown in Fig. 2.

Since the beginning of the 2000s, development of the scientific basis for designing of aircrafts with the use of new materials, taking into account technological, operational and environmental factors, became one of the principal objectives of the Department.

This objective, in the framework of which the Department carries out its research activity, is quite global. Among new materials effectively used in various units of rocket and space equipment, the objects of research are

mainly polymer composite materials and ceramics close to them in terms of technological tools' control capabilities, as well as honeycomb cores.

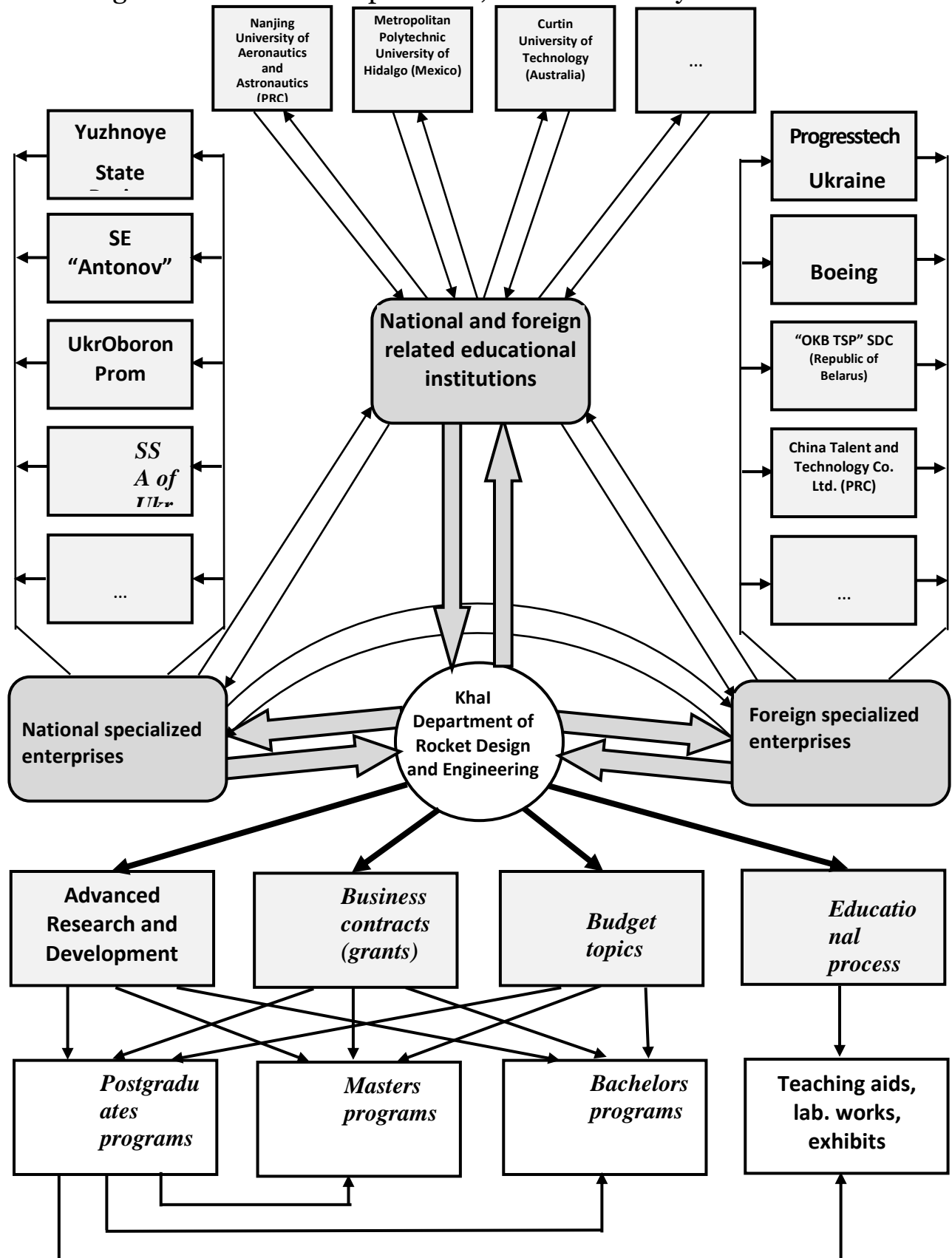


Fig. 1 – Principle of formation of intellectual corporation of the Department of Rocket Design and Engineering and its implementation (example)

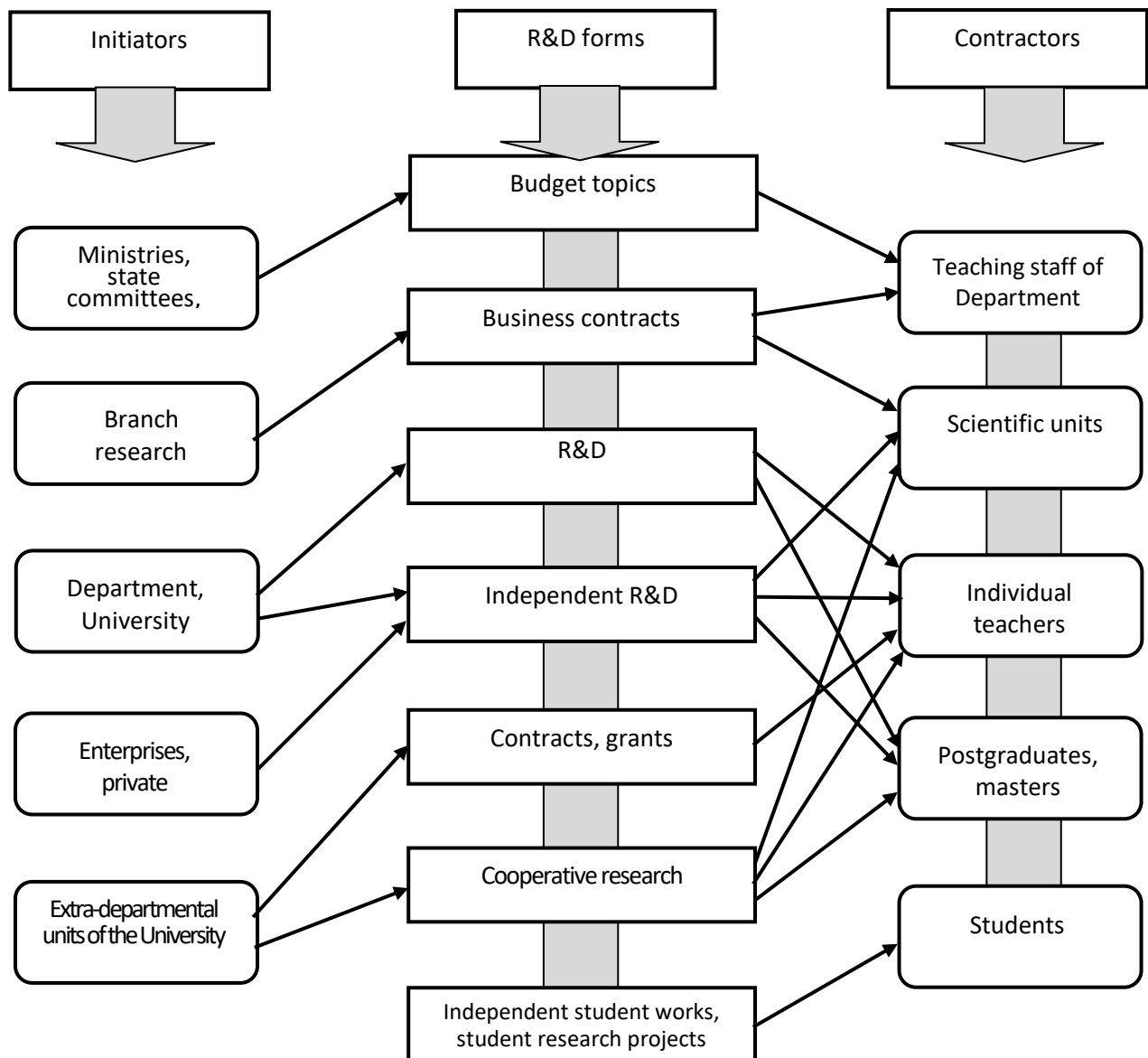


Fig. 2 – Forms and methods of implementation of R&D works

The Department traditionally implements the integrated systemic approach to solving the global problem of creation of rocket and space products of new materials (Fig. 3). This diagram shows the main problems of creating rocket and space products of polymer composite materials in reference to each other; all of them are aimed at solving the global problem of which they are essential components.

The results obtained find their practical application in various fields of development of rocket and space equipment. The fact of implementation of results is confirmed by the relevant reports. In addition to direct implementation at the enterprises and organizations of Ukraine and in the world, there is an indirect one: through intermediary organization ordering the performance of any particular study, with the help of which it conducted scientific research/ experimental development for another organization.

Main results of the international scientific intellectual corporation of the Department of Rocket Design and Engineering of National Aerospace University “Kharkiv Aviation Institute” are summarized below.

The entire range of studies and their findings is presented in the form of analysis of representative units of rocket and space technology.

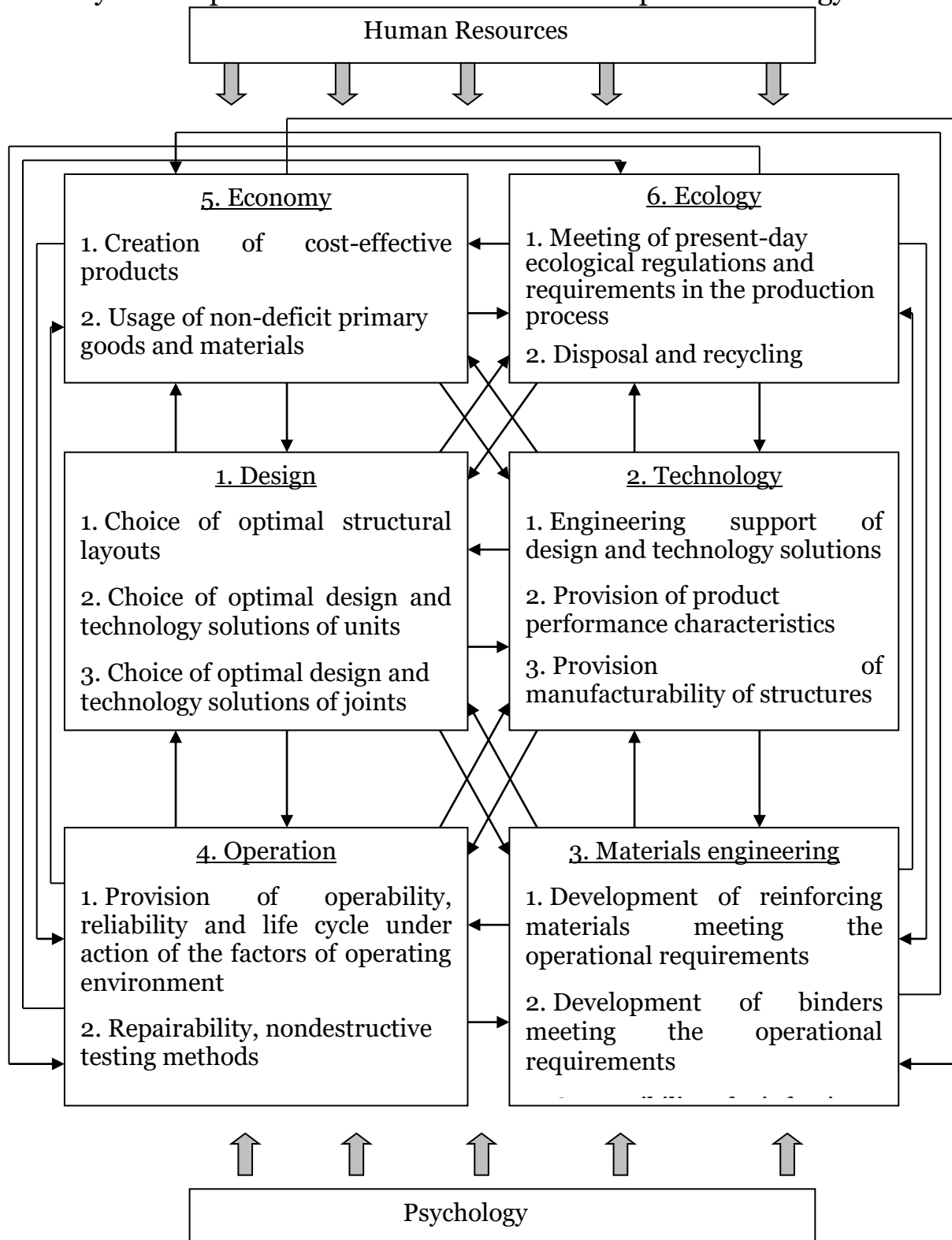


Fig. 3 – Problems of creation of rocket and space products of polymeric composite materials

The first area of focus refers to development of the integrated approach to weight optimization of design parameters of the shell load-bearing structures for space applications, made of composite materials, at multiple-factor (static, heat, dynamic) loading (Fig. 3) (Kondratiev, A. & Gaidachuk, V., 2019).

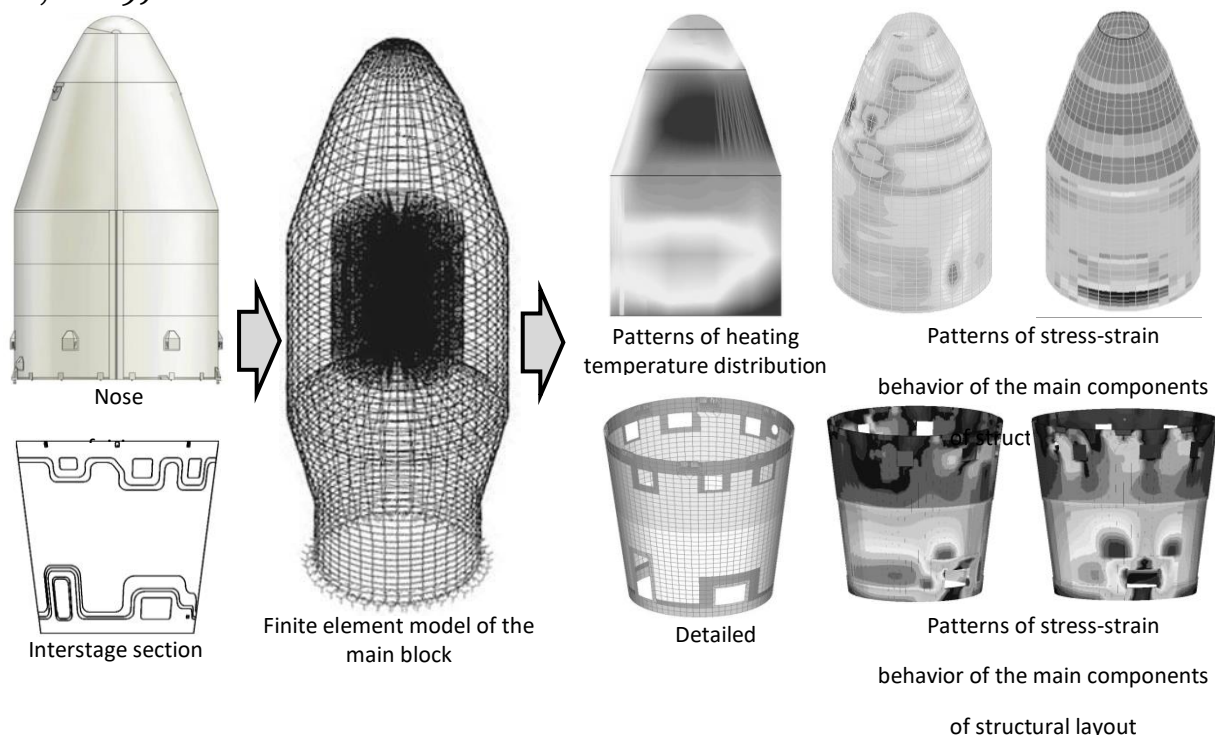


Fig. 3 – Bearing composite sections of the launch vehicle in which the suggested approach was implemented

In-depth studies of stress-strain behavior and evaluation of the bearing capacity of interstage section of the launch vehicle in the regular zone, as well as fragment of its joint, comprising the stiffening ring and first developed coupling composite fitting (Fig. 4), were performed. Full-scale static tests confirmed the rationality of all adopted parameters of design and technology solutions.

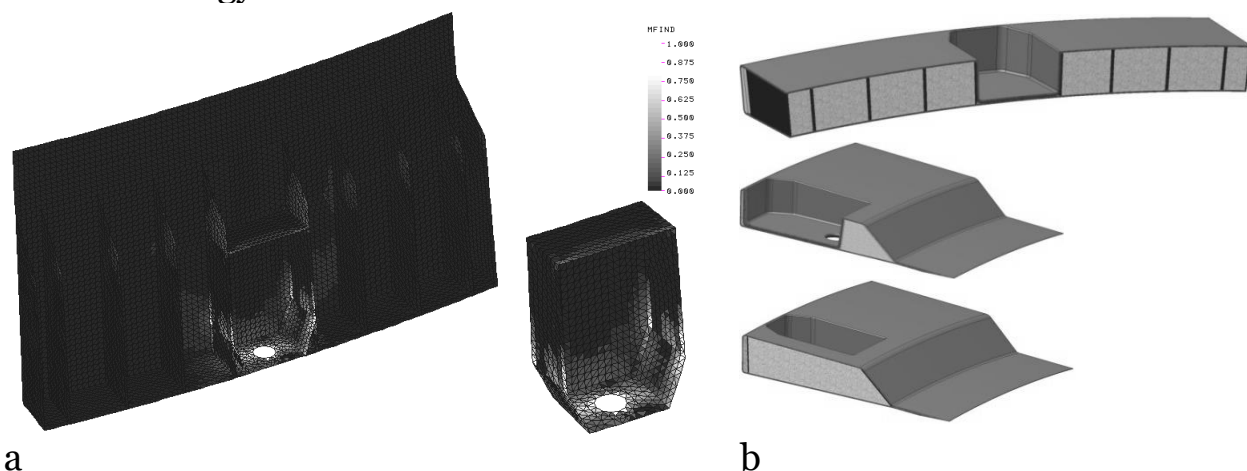


Fig. 4 – Pattern of distribution of the adopted failure index in the fragment of fitting/stiffening ring joint (a) and obtained rational design and technology solution for the fitting (b)

Practical implementation of the suggested approach provided realization of potential opportunities of reducing the mass of structural elements of the launch vehicle main block at specified bearing capacity (strength and stability) taking into account almost all spectrum of external impacts.

The second area of focus relates to studying of stress-strain behavior of stress concentration zones in the areas of polar holes of the composite housings of solid-propellant rocket engines with the metallic embedded parts in the polar holes of bottoms (Fig. 5). Recommendations on the increase in bearing capacity of solid-propellant rocket engine housings in the area of polar holes of bottoms are provided.

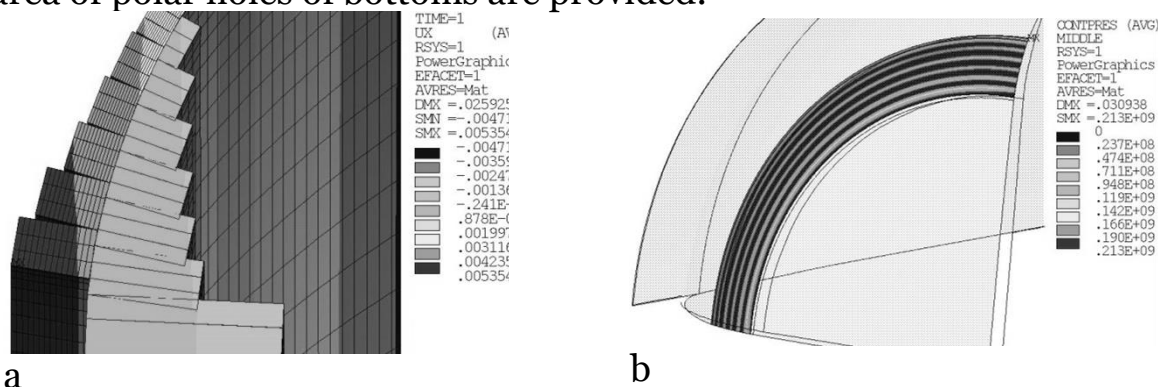


Fig. 5 – Patterns of radial displacements in the area of rear bottom of solid-propellant rocket engine housing (a) and contact stresses between the bottom and embedded part (b)

The third area of focus envisaged the scientific support of development of the effective design and technology solutions for the sandwich composite panel assemblies. In the framework of this activity, the analytical engineering method of pre-characteristic study of flying vehicles' sandwich panel structures with various types of composite cores was proposed. The system of R&D support of stabilization and improvement of the functional characteristics of the composite cores (Kondratiev, A. & Nabokina, T., 2019; Kondratiev, A. & Prontsevykh, O., 2018) was developed. It implemented the approach to obtaining the values of adopted characteristics of different types of cores, based on the information support method to reveal the maximum possible level of their characteristics without the need for expensive full-scale tests of pilot samples (Fig. 6).

The next area of focus became the scientific support of development of the effective design and technology solutions of the precision composite assemblies for space systems [Kondratiev A., Gaidachuk V., Nabokina T. & Tsaritsynskyi A., 2020). Analysis of reinforcement patterns and rational distribution of the material for solar battery panels of different structural layouts has been performed.

Application of proposed principles to the synthesis of rational parameters of frames of the planar solar battery panels of sandwich structure with the honeycomb core gave the reasons to count on the general

possibility of realizing their surface mass within the limits 0.5...0.6 kg/m² (Fig. 7, a).

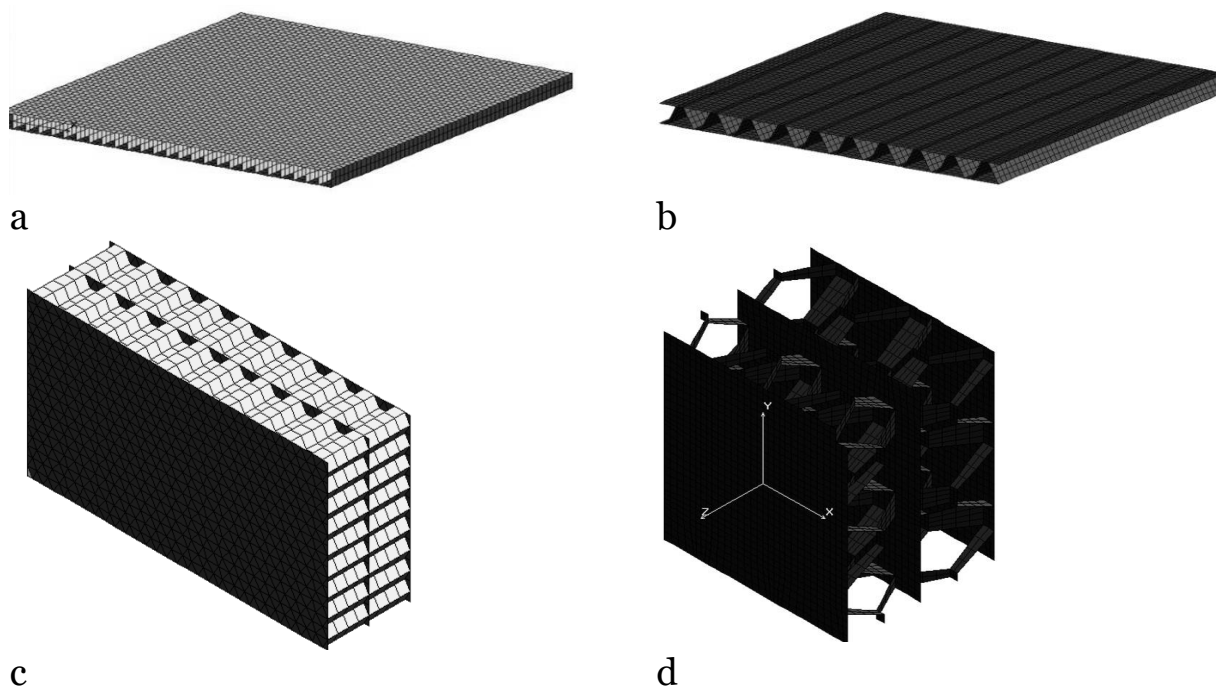


Fig. 6 – Example of generated finite element models used for determination of adopted PhMC of various types of composite cores: a – tubular; b – corrugated, c – honeycomb; d – folded with the cellular structure

The synthesis of rational parameters of the frames of panels of concentrator solar batteries allowed choosing the most efficient (by mass) structural layout of the panel segment of the considered category, and determining the rational parameters of its elements. Usage of that structural layout gave an opportunity to substantiate the development of the concentrator solar battery panel for space applications with the surface mass of 0.6 kg/m² (Fig. 7, b).

The algorithm for determining the rational structure of the composite package, which provided the maximum shape and dimensional stability of the product, was developed and implemented for the product of the considered class (Gaidachuk, V. E., Kondratiev, A. V. & Chesnokov, A. V., 2017). The paper includes the example of optimal designing of the precision structure for space applications – monolithic carbon fiber reinforced plastic housing of high-resolution scanner for the fixation of optical elements and units of the spacecraft (Fig. 8).

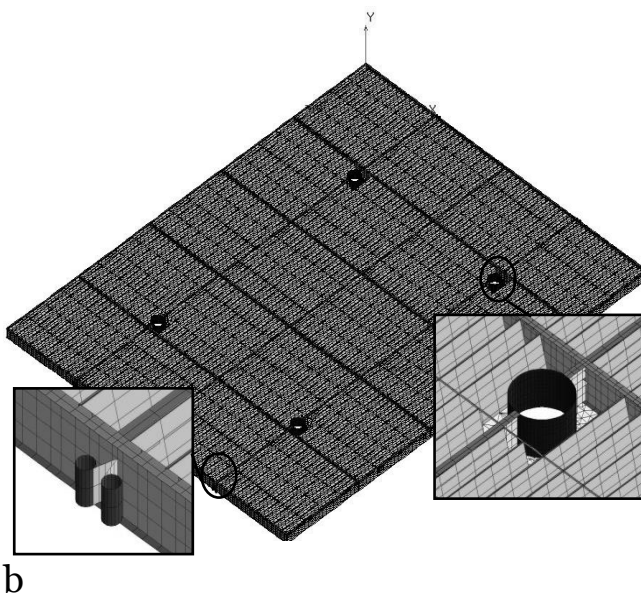
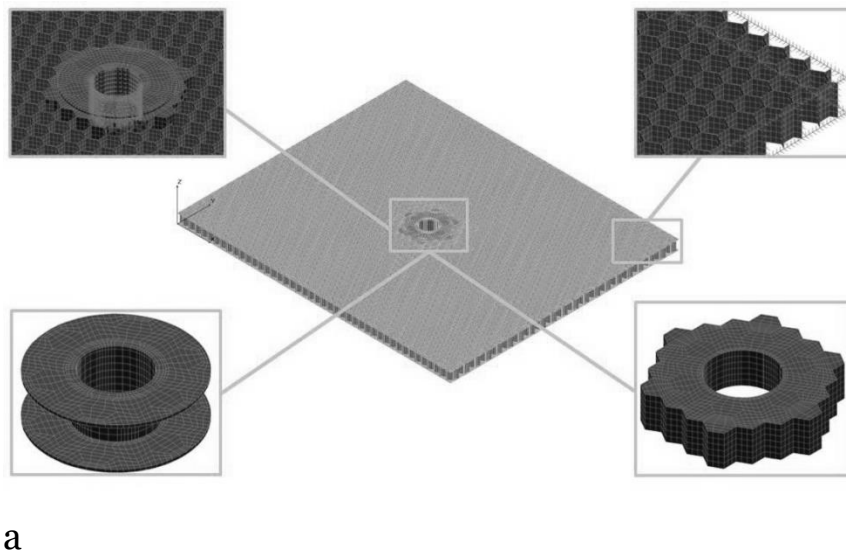


Fig. 7 – Finite element models of planar (a) and concentrator (b) solar batteries

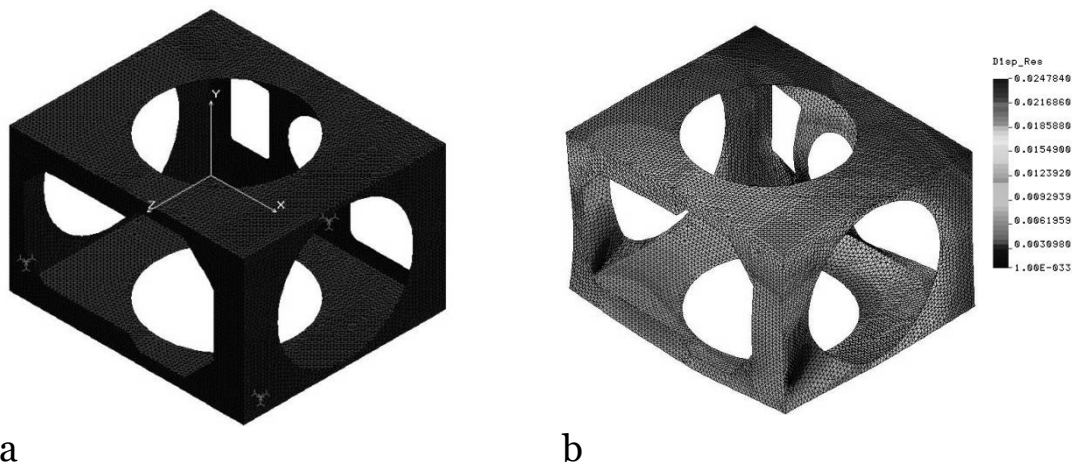


Fig. 8 – Finite element model (a) and pattern of resulting linear displacements (b) of high-resolution scanner housing

The chart of strengthening and developing the links with specialized enterprises of Ukraine and foreign countries, creative contacts and trainings implemented at the Department is shown in Fig. 9.

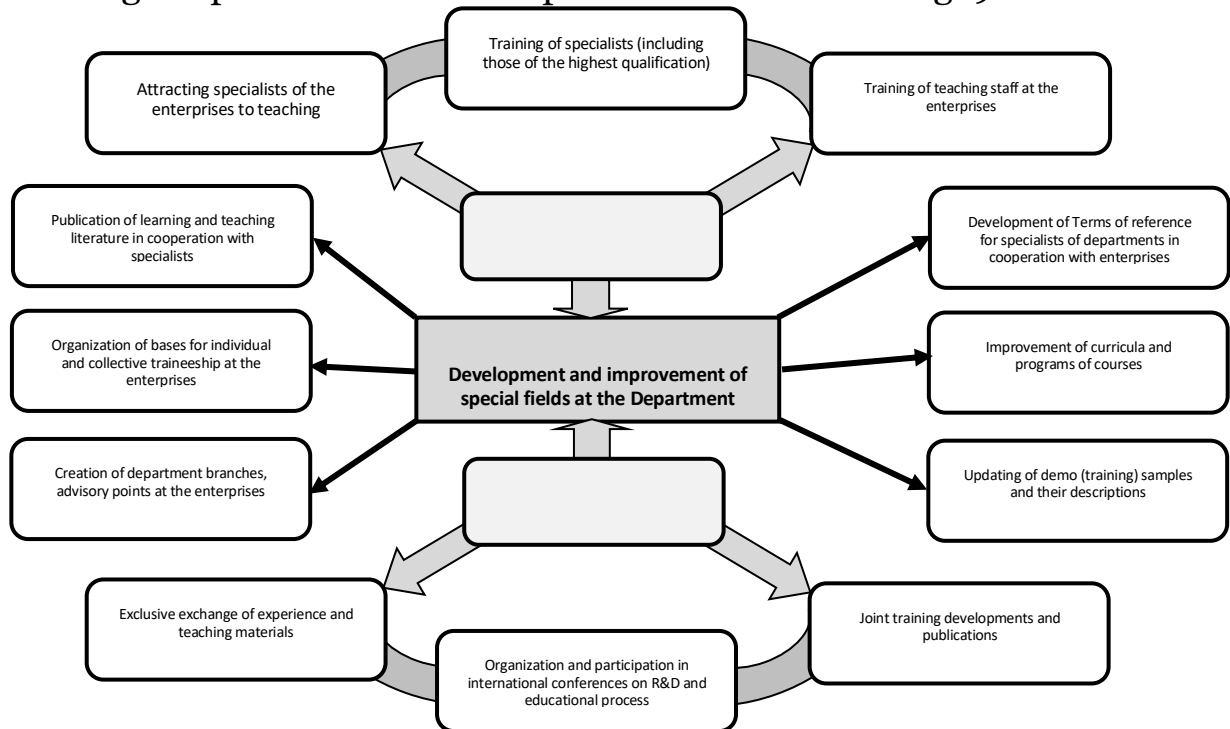


Fig. 9 – Chart of strengthening and developing the links of the Department of Rocket Design and Engineering with specialized enterprises of Ukraine and foreign countries, creative contacts and trainings

Fig. 10 – 12 show the examples of implementation of the principles stated above at the Department.



Fig. 10 – Training of the foreign students at the Department according to the programs of academic mobility



a



b

Fig. 11 – Upgrade training course for the foreign students: a – “OKB TSP” SDC (Republic of Belarus); b – China Talent and Technology Co. Ltd. (PRC)



Fig. 12 – Students of the Department receive diplomas for the best papers at the international conferences

Conclusions

At present time, the Department of Rocket Design and Engineering of M. E. Zhukovsky National Aerospace University “Kharkiv Aviation Institute” continues working in the field of development of the international intellectual corporation.

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Internationalization of Higher education and Sciences in Ukraine through the prism of Association Agreement.

The world of higher education is changing and the world in which higher education plays a significant role is changing. Nowadays dynamics, globalization and internationalization are the key features of any sphere of life in any country all over the world. The Education is the sphere which by its nature must be dynamic and flexible, being able to absorb the innovations and to create the advanced and original ideas, to cultivate a talent. The educational sphere must not only be in a concurrent development with the society but stimulate the development and progress. Thus, the requirements and the expectations from the Higher education are more challenging and much higher than from any other sphere. The topic of internationalization of Higher education is being intensively discussed, researched and analyzed at the conferences, intra governmental meetings, by politicians, scientists, researchers, professionals, students and others.

Importance of Internationalization is highlighted in the number of articles and books of foreign researchers.

Jane Knight in the Research Article “Student Mobility and Internationalization: Trends and Tribulations” analyses the complexities and trends of student mobility.

David Killick researched the internationalization from different aspects: “Developing the Global Student. Higher education in an era of globalization”, “Internationalization & Diversity in Higher Education. Implications for Teaching, Learning & Assessment”.

Philip Albach in his article “Internationalization & Exchanges in a Globalized University” states that Internationalization in higher education is inevitable result of the globalized and knowledge-based economy of 21-st century.

Tahira Jibeen and Masha Asad Khan focus on potential benefits and costs of Internationalization.

Different issues of Internationalization were explored by Ukrainian researchers: A. Verbytska, T. Andruschenko, V. Zinchenko, I. Sikorska. O.Koziyevska, I. Stepanenko and others.

The impact of foreign languages on the internationalization of the higher education, the importance of multilingualism in the educational activity were analyzed by J. Brodin, J. Brux, B. Fry, B. Kumaravadivelu, P.Moores, I. Vihonen, O. Chivichelova, O. Chaban and others.

Legal and regulatory basis for this article are the International Agreements such as Ukraine - EU Agreement on Science and Technology cooperation signed on 4th July 2002, Association Agreement between the European Union and its Member States, of the one part, and Ukraine, of the other part; the Constitution of Ukraine, statutory norms of Public Law of Ukraine on Education such as the Law of Ukraine on Higher Education and others.

Despite the fact that the topic of the Internationalization of Higher education is not new, it is still highly topical and is one of the key matters to be discussed and researched. As we have mentioned above, it is a dynamic process, developing itself and facilitating the development of the country, nation, world. It means that the process itself and its impacts are never the same.

The issues highlighted in this article are related to the specific features of the internationalization in Ukraine, its evolution through years, including multilingualism, to the impact of the European Union and the EU-Ukraine Association Agreement and other International agreements on it; other relevant mechanisms.

First of all, the notion of Internationalization shall be defined.

There is a significant diversity of the ways the notion of Internationalization is explained. This diversity is caused by a multi aspect nature of the term.

According to Analytic Quality Glossary Internationalization in higher education is the process of developing a multilateral and multicultural learning and research environment through, for example, redesigning curricula, engaging non-local staff, encouraging students to study abroad and attracting overseas students.

The Cambridge Dictionary defines the term as the action of becoming or making something become international

Herman E. Daly explains the term internationalization by comparing it with the term globalization. The researcher underlines that the terms are totally different. The internationalization refers to the increasing importance of international interaction between or among nations (the basic unit remains the nation). While globalization refers to global economic integration.

Defining the notion of the Internationalization in the higher education we agree with the most of researchers as while giving the definition one or several aspects of the internationalization are expressly and objectively highlighted. Thus, the Internationalization in the higher education is the complex phenomena appeared as the result of the scientific and technical progress, globalization and integration policies and became one of the key vector of the national and International strategies and plans. We share the approach of Jane Knight that Internationalization is no more an ad hoc part of the Higher education. The Internationalization programs and policies are nowadays means, not goals. It is an effective instrument allowing mobility of

students and tutors, researchers (academic mobility) and broadening the educational perception, making it more transparent and efficient.

Thus, in the Law of Ukraine on Higher Education the compliance with the international standards of the higher education is one of the significant indicator of the quality of the higher education. The Law also defines some notions that are expressly related to the Internationalization, such as academic mobility, The European Credit Transfer and Accumulation System and others.

As Ukraine chose the European vector of development, while analyzing the Internationalization in higher education in the most of cases the European integration in the system of education is implied. So, one of the principles of the State policy of Ukraine in the sphere of higher education is the international integration and integration of the system of higher education of Ukraine into the European Higher Education Area.

Ukraine – EU Agreement on Science and Technology Cooperation was the first major document regulating the relations between the EU and Ukraine in the sphere of Sciences and Technology signed on 4th July 2002. The document had to be renewed periodically. The Joint Committee on Science and Technology Cooperation was established.

On the 1st of September 2017 the Association Agreement between the European Union and its Member States of the one part, and Ukraine, of the other part (hereinafter referred to as Agreement), entered into force. The articles 374-377 of Chapter 9 of the Agreement are devoted to the Cooperation in Science and Technology. Among the aims of such cooperation is the facilitating the involvement of Ukraine in the European Research Area, training through mobility programs for researchers and specialists, joint implementation of scientific programs and research activities, the organization of joint scientific and technological development events/measures and others.

It is necessary to mention that despite the Agreement contains the separate Chapter related to the Cooperation in Science and Technology (Chapter 9), the whole Agreement by itself aims at internationalization. The sphere of education does not exist in isolation; it is tightly bound with the other aspects of social relations. These are movement of people and capital, protection and processing of information including personal data, protection of the Intellectual property rights and others. For example, the European Credit Transfer and Accumulation System is a very specific inner field instrument allowing students to move easily between the countries and to change the educational institutions in order to obtain knowledge and education provided by different countries. But at the same time in order to make the internationalization work efficiently, the synergies of different tools and instruments must function in due order and due course.

Therefore, the visa free regime plays a vital role in this process too. Gradually from visa liberalization regime, Ukraine obtained the visa-free

status. The last made the academic movement more intense and diverse. The instruments facilitating the free movement of capital are also requisite for the educational system: the students should have clear mechanisms in order to pay for their education abroad or to open a bank account with as less bureaucracy as possible. One of the most popular form of internationalization in higher education is an academic mobility. It is promoted by a number of European programs. Erasmus + is one of them, it issues grants for different actions and activities in the fields of education, training, youth and sport. It provides opportunities to students, trainees and others to spend a certain period of time abroad in order to improve their skills and increase employability.

The essential role in the Internationalization is played also by multilingualism. Multilingual competence is one among 8 key competences for lifelong learning outlined by the European Parliament and of the Council of 18 December 2006 (2006/962/EC) and by Council Recommendation of 22 May 2018 on key competences for lifelong learning (2018/C 189/01) Proficiency in languages open new opportunities not only for the education but it broadens cultural awareness and expression competence, it improves the literacy competence. Multilingualism allows access to the information written in the original language which enriches not only the process of studying and learning but of communication as such. Foreign Languages literacy is the key to intercultural interaction and cooperation.

The protection and processing of personal data in conformity with the European norms is also a very important tool for internationalization of higher education. It regulates the processing of personal information and stipulates the boundaries between the private and public, secret and open information. At the same time, keeping confidentiality is as important as having access to the information. Thus, information processing issues, the rules of processing the personal information, its cross-border transfer should not be underestimated when analyzing the internationalization.

The legal tool is also one of the aspects that have a great impact on all spheres of life, education including. Efficient and timely implementation of progressive EU norms and regulations into the national law system is the key to the development of the relations between Ukraine and EU countries. It is an instrument facilitating the due internationalization within the legal frame.

Thus, the European integration and implementation of new acts and regulations complying with the European norms and practices makes the Internationalization in higher education in Ukraine smoother and more efficient. It broadens the scope of cooperation in the educational and other spheres.

Preschool education's quality assessment in Ukraine

The development of early childhood education is one of the priority areas of public education policy in Ukraine. As stated in the Law of Ukraine «On Preschool Education», pre-school education is an obligatory primary component of the continuous education system in Ukraine, aimed at ensuring comprehensive development of preschool age child in accordance with its intellectual age, formation of moral norms, acquisition of a person's life social experience. Lifelong education is a key and at the same time a tool for personal development. It is a mechanism for the development of modern society. The preschool level of the education sector is basic, elementary, and therefore should correspond to the tendencies of lifelong education development, which are specified in the Law «On Preschool Education», the Basic component of preschool Education – the State Standard for preschool education of Ukraine and the concept «New Ukrainian School». For Ukraine, the issue of creating a safe educational environment is an important factor in ensuring quality education and well-being for children, including children with special needs. This is especially important for families and educators living in Donetsk and Luhansk regions who are experiencing the effects of the armed conflict. However, until recently, the quality of the preschool level of education has not attracted the attention of the pedagogical community and state institutions as the quality of its subsequent links.

The purpose of the article is to summarize current trends and prospects of achieving quality preschool education, analysis of current decisions, developments and changes in the area of preschool children education and upbringing.

Presenting main material. The quality of education is the basis for ensuring and improving the quality of a person's life as the main purpose of the state existence. This criterion is basic, has a special place in the process of reforming Ukrainian society and is an integral part of the social function of public administration, which considers education within the mechanism of social reproduction of the population through creating conditions for the development of personality and creative self-realization of every citizen of Ukraine, education of people capable of working effectively and to learn throughout life, to provide a social environment that generates the need for quality education for citizens and provides opportunities for its receipt.

Quality as a category is considered by scientists in various scientific fields. In particular, from a philosophical point of view, it reflects the internal

determination of an object that constitutes a specificity that sets it apart from all others; in economic terms – a set of products' properties that determine the degree of its ability to meet the needs of consumers in accordance with their purpose; legal is one of the essential conditions of many civil contracts and so on.

Unlike other industries, in pedagogy quality is multifaceted, which in its essence reflects various aspects of the educational process (philosophical, social, pedagogical, political, demographic, economic, etc.) and is considered as a set of education properties that determine its ability to meet the needs of individuals, society, state according to the purpose of education. Therefore, the quality depends on the requirements set for the purpose of use.

According to T. Lukina (2011), the concept of «quality of education» distinguishes two main approaches in defining its essence: normalized – it is considered in terms of meeting the needs and achievement of certain norms, standards, goals (personality, society, state), which are normatively approved by the respective documents; managerial is presented from the standpoint of modern theory and quality management practice (the quality of education as an object of managerial influence is viewed simultaneously from the standpoint of the educational system quality, the quality of the educational process (as the process of educational services consumption) and the quality of the graduate as a result of the educational system activity by indicators his education and the formation of socially significant values.

According to the author, the education reflects' quality of the education system and society development in a certain period and changes over time depending on the individual's requirements, society and state (3, p. 620-622]. Thus, the quality of education is an indicator that determines the effectiveness of the national education system and the effectiveness of its management, which is a mandatory component of public education management.

In modern world, quality management education is the pivotal direction of management activities in the educational field. Developed countries of the world are actively involved in the quality management of education, in particular through participation in the formation of public requirements for the quality of education, the definition of promising directions of public education policy in this area, control over the results achieved in the functioning of the educational sector.

Therefore, in the modern world it is considered mandatory to have internal and external state and public quality control systems for education.

There are different quality assurance systems in the European Union, which were formed under conditions where the demands on the quality of education were made by direct users of educational services – education providers, academics, employers, and society. Ukraine is currently developing a national model of quality management education based on international

best practices and meeting the requirements of the International Organization for Standardization (ISO).

International organizations, in particular the United Nations, emphasize the importance of quality early childhood education as a first element in the education system. The UN Agenda for Sustainable Development Goals has stepped up global activity in early childhood development and early childhood education. The goal of sustainable development is to «provide all girls and boys with access to quality systems for the development, care and preschool education of young children by 2030 so that they are ready for primary education» and calls for at least one year of pre-school education. Therefore, the inclusion of preschool education services in sustainable development is a main element in promoting national and global efforts to increase the investment, political will and commitment required to increase equal access and high quality preschool programs.

Since 2000, there has been an increasing number of requests from EU Member States and EU candidate countries to address the quality of early childhood education (Milotay, 2016). The response to these requests was the 2011 Commission Communication on Preschool Education and Child Care: Ensuring All Our Children Have the Best Beginning in the World Tomorrow. The communicate required the Commission to take steps to improve the quality of services and access to them for children from birth to compulsory education. The Commission has initiated the creation of a thematic working group of 25 EU Member States, Norway and Turkey to exchange and summarize the experience of developing, analyzing and comparing policies, gathering the results of European research on successful policies, and providing good practice guidance. In 2012–2014, members of the Working Party on Education, Social Affairs and the Family worked together, using methods of education, country visits and exchange of political experience.

Based on a study of policy, research and practice, the Working Group identified key issues for the quality of pre-school education in five broad areas. As a result, a proposal for a quality framework for pre-school education and childcare was developed and published in the group's final report in autumn 2014. The proposal for a framework for the quality of pre-school education and childcare for the EU was presented as one that covers the diversity of pre-school education systems in the EU Member States and candidate countries.

The question of the education quality in general and the quality of pre-school education in particular remains relevant both in the light of the current reforms in the educational sphere of Ukraine and in the international context. Important initiative for reforming the preschool education sector are set out in the Law of Ukraine «On Preschool Education», the Basic Component of Preschool Education is the State Standard for Preschool Education of Ukraine and the concept of «New Ukrainian School». At the time of writing, the concept of preschool quality assurance is being developed.

In 2014, a working group was set up by the European Commission to develop recommendations for defining the quality criteria for early childhood education. Emphasizing the complexity of the concept of quality pre-school education, the working group outlined the following basic criteria, namely: 1. Quality of structure: program features accreditation and licensing; ratio of staff to the number of children in the pre-school education; ensuring equal access to quality education for all children, hygiene standards, etc. 2. Quality of the process: practices used in preschool, the role of play forms of learning in educational programs; cooperation of caregivers with parents of children; interaction between caregivers and children, as well as between the pupils themselves, an integrated approach to the education, care and education of children. 3. Quality of results: benefits for children, families, local communities and society at large. Benefits for children include emotional, cognitive, physical development, development of social skills and preparation for further learning and adulthood (2).

In 2018, the European Commission has set up a working group to develop a European framework for the quality of early childhood education and to recommend it to all EU Member States when developing public education policies. The Ministry of Education and Science of Ukraine has initiated activities that show great attention to the issue of early childhood education. A working group has been set up to work on the development of the Concept for the Development of Preschool Education, which is part of its quality assurance. Together with UNICEF representatives, the Ukrainian foundation «Step by step» is actively involved in the work of this group.

During January – March 2019 research of «Step by step» was conducted on the basis of ECERS (Early Childhood Environmental Rating Scales) quality of pre-school education. The study was conducted as part of an international study. Nine countries have participated in the International Quality Criteria for Pre-School Education: Vietnam, Denmark, Spain, China, Germany, Norway, Russia, Ukraine, Chile. A sample of each country included 50 pre-school institutions (one preschool group / 2 educators). The study included surveys of educators, parents, students, and administrators about the importance of the 52 pre-school education quality criteria offered by the study. In Ukraine, the study was supported by the Ministry of Education and Science, UNICEF.

In the course of the project implementation Ukraine has used two main documents: the European Quality Framework, which is also used in the development of the Concept for the development of preschool education in Ukraine, and the results of the study in accordance with the ECERS quality indicators.

Against this background, there is a great need to develop a shared vision of of early childhood education quality and to increase of early childhood education awareness of the quality across all stakeholders.

Developing a common vision for the quality of pre-school education and raising of pre-school education awareness of the quality among all stakeholders and developing the capacity of all stakeholders to ensure quality of pre-school education have become the goals of the activities.

The European Quality Framework gives the following definition of early childhood education and care (ECEC): «Early childhood education and care applies to any regulated regime that provides for education and childcare from birth to compulsory primary school age, which may vary within the EU. It includes child and family care, private and public resources, preschool care. Quality education and assistance in early childhood can lay the foundations for further success in life in terms of education, well-being, employment and social inclusion, and this is especially important for disadvantaged children. Therefore, quality education and early childhood assistance is an effective and efficient investment in education and training» (6, p.4).

The Commission of the European Council has adopted a proposal (recommendations) for high-quality early childhood education and care systems aimed at supporting member states in their efforts to improve access and quality of their early childhood care and care systems. This proposal includes a quality framework that identifies five keys components of a quality system:

- access to early childhood education and care;
- training and working conditions of the staff responsible for early childhood education and care;
- defining appropriate curricula and management;
- financing;
- monitoring and evaluation of systems.

The quality framework has already supported reforms in many countries and promoted the provision of early childhood education and assistance.

EU benchmark is 95% of children over 4 years of age receiving pre-school education and care have achieved worldwide, but there are still major differences between countries and regions. The European Commission supports member states in identifying and addressing problems in this area.

The Commission also promotes cooperation between member states in the field of pre-school education and care, providing data and analysis of current developments in Europe. The following steps have been developed.

A working group was set up every two years to bring together national representatives from relevant ministries and european organizations interested in the topic to promote discussions on quality early childhood education and care, with a particular focus on staff inclusion and development. The Commission will continue to fund projects that promote the quality of early childhood education and care, including through training and in-service training for the sector. The Council examines the current state of the National Childhood Education and Care Quality Framework (ECEC) in the EU Member States.

The Council highly appreciates the role of high quality childcare and care systems. An integrated early childhood development policy is seen as a tool to reduce poverty and promote inclusion. It also emphasizes the role of pre-school education and primary education in fostering creativity and innovation. School development and excellent learning are essential for a great start in life. The Commission's report assessed the impact of early literacy competences on later mathematical achievement. The advantages of pre-school education and care and the conditions of their qualitative receipt are determined. Attention is drawn to need for the professionalization of childcare assistants in pre-school education and care, their working and learning conditions, and the quality of their early childhood care services. The Commission pays particular attention to research on the effective use of pre-school education and care to prevent early school leaving.

Experts believe that the EU Preschool Quality and Child Care Framework is an effective means of promoting proper political engagement in pre-school education, raising the of preschool education staff's profile and «possibly protecting against budget cuts planned in many Member States» (Milotay, 2016, p. 124). In May 2018, the European Commission published a «Proposal for a Council of Europe Recommendation on high quality early childhood education and care systems» based on proposals for a quality framework for early childhood education and care for the EU. This means that the EU Preschool Education and Child Care Framework is becoming the starting point for all EU Member States and candidate countries for EU preschool education.

Until recently, external evaluation and monitoring of pre-school education in Ukraine have not been formulated into a coherent system, which has led to the absence of systematic statistics on the activities of pre-school institutions. In recent years, the situation with monitoring of pre-school education has improved somewhat, as evidenced in particular by the launch in 2019 of the Institute of Educational Analytics of Ukraine a pilot project on the collection of statistical reporting forms in the field of pre-school education. It is noteworthy Jan Peters' consultative report «The quality of pre-school education and childcare in Ukraine» prepared for the UNICEF office in Ukraine in 2018. In it the author notes that the monitoring of the quality of educational services in the field of preschool education by the state is underdeveloped.

In view of the above and in order to obtain up-to-date information on the state of pre-school education, the Ministry of Education and Science of Ukraine has prepared and conducted a study of the quality of pre-school education by interviewing participants in the educational process, processing questionnaires and analyzing data on educational programs, staffing potential, contingent of children. , the material, financial and psychological conditions that are created in pre-school institutions to ensure a safe life and development of the child.

During study the information provided by the State Statistics Service of Ukraine for 2017, it was found out that in general 75,4% of children aged 3 to 6 years attend pre-school establishments in Ukraine (84,5% – in urban settlements and only 57,8% – in rural areas). This figure is slightly higher than that of neighboring countries such as Georgia (69,5%), but it is low compared to the EU target (95% of children aged 4 to 6 years). The coverage rate for children aged 3–6 is 75,4%, but there are significant differences in the coverage of urban and rural settlements. In rural areas, the coverage is only 57,8% and in urban areas – 84,5%. In rural areas, parents, directors and caregivers noted the absence of queues and the small number of children in groups.

The reason that most parents in rural areas do not send their children to pre-school is the distance between the home and the preschool; many cannot drive children to kindergarten. Preschool education institutions in some of the rural areas covered by the study have only short programs, and it is too difficult for parents to bring children for such a short period of time. At the same time, there are large queues in cities, for example, in the Dnipropetrovsk region, 4,000 children are expected to enroll in pre-school education institutions. Data on enrollment of children from families in difficult life circumstances are missing. This is due, firstly, to the lack of a child's identification from a family in difficult life circumstances in Ukraine, and secondly, to the fact that representatives of the Ministry of science and education statistics department, as they stated, do not have sufficient technological capacity to collect the necessary data all over Ukraine. Data on licensed private kindergartens are collected on a common basis. Another reason for the low attendance is the lack of a comprehensive approach to integrating children with special needs and children from families in difficult life circumstances, both at community level and in kindergartens. In communication with various stakeholders, and after a careful study of the Law on Preschool Education, we came to the conclusion that inclusive education and the way it is seen in Ukraine is limited by the integration of children with special needs. Much less attention is paid to children from families in difficult life circumstances. In some communities, privileged children may have children from internally displaced families, children of servicemen or children who have resided in Chernobyl zone.

At the same time, there is no real strategy to expand the coverage of kindergartens for children from low-income families or families in difficult circumstances. In order to integrate children with special needs, caregivers need to be supported in their ongoing professional development and training of assistants. In Ukraine, following the example of other countries, such as Armenia, a digital registration system was introduced, which aims to make the enrollment system more transparent and become a mechanism for ensuring equal access for children and families in difficult circumstances. Up until now, priority has been given to enrolling children only for working

parents. In Ukraine, existing effective systems are in place to ensure that all children from families in difficult life circumstances (such as parents who are unemployed) are involved in pre-school education (Peeters, 2018).

The next criterion and aspect of the analysis is frames. The study found that 99% had a college degree, of which 62% had a master's degree (Sofiy, 2017). In 2016, a new position was introduced in the country – an assistant educator who is responsible for working with children with special educational needs. The qualification requirements for the assistant are the same as for the tutor (bachelor's or master's degree). Today, additional training is needed for pedagogical staff working in inclusive groups. This training involves changing the vision of inclusive education – moving from a medical model to a social one. The reforms of 1989 – 1997 led to the closure of 25% of pre-school institutions in Ukraine, which still affects working conditions: the position of pre-school tutor is not attractive because of low status and wages, and pre-school institutions have difficulty finding pre-school teachers bachelor's degree. Higher education educator wages are insufficient to support a family. There is a pay raise system for different groups, but it is quite complex. Respondents indicated that caregivers remain in the profession because of their desire to work with young children and limited employment opportunities. Experts also warn that most caregivers are over 40 years of age or retirement age, which means there will be a shortage of staff in the near future.

The next evaluation criterion is to determine the quality of the relevant training programs. Yes, the Ministry of Education and Science has approved a number of educational programs that can help the kindergartens put the based component of pre-school education in practice. The list of educational programs is quite comprehensive and involves very different approaches, including highly specialized ones (such as chess or programs for children with autism) and complex but quite traditional ones.

The basic component of pre-school education in Ukraine has a focus similar to centralized programs with defined outcomes that services in practice must achieve. However, it should be noted that too long and descriptive Quality Frameworks do not provide sufficient opportunities for educators to work creatively. The family section is limited to the traditional family model of father, mother, grandparents, and focuses on traditional family values.

Preschool education programs should be open and provide children with a variety of resources to play, express themselves, share experiences, create content, engage with peers and the outside world, and not aim at pre-determined goals. Only responding to the (diverse) needs of children can help to develop their identity and belonging. The basic principles and attributes of such an open-ended program aimed at the holistic development of the child, taking into account his or her circumstances, are inclusive, equal, democratic, empirical and educational. Promoting the well-being of the child through

responsiveness, warmth, and support is essential for the best possible involvement of the child in the learning process. At the same time, it is clearly warned: the increased emphasis of the program on results can lead to the neglect of all other school and extracurricular factors that strongly influence these results.

When it comes to working with children from low-income families, their different circumstances and cultural identities should be taken into account, preferably in socially mixed groups. The training program should shape the rights of children in their daily lives and build on the principles of access, involvement of all children, and the provision of a safe and supportive environment in which ambitious tasks can be set.

Along with the development of new pre-school training programs, they should also collaborate and engage in dialogue with parents of children. One of the main ideas is to take into account the parental perspective in pre-school education. Formal training programs as such have little impact on the development and learning outcomes of children from families in difficult life circumstances, compared to the significant impact of the family environment and the level of interpersonal and pedagogical skills of preschool education practitioners. Therefore, early childhood development professionals need not only engage with children to support their full development; they should also involve parents and local communities. Such involvement of families and local communities should be reflected in the training program.

Analyzing an aspect such as monitoring, it should be noted that monitoring child development is a common practice in the field of pre-school education in Ukraine. Most communities use a qualitative model developed by Ukrainian researchers to evaluate their child's developmental progress. This tool is intended to provide educators with information about the progress of children in the group. Some caregivers use its individual results to inform parents. Other caregivers surveyed find that using the qualimetric model is too time consuming. However, there is a need for other tools that are less time consuming and can help caregivers monitor and document each child's development.

Discussions were critical of addressing issues related to physical and environmental monitoring (for example, fire safety), as they are sometimes out of reach of preschools and in this case no budget for infrastructure improvement is provided.

Regarding the monitoring of pedagogical aspects of preschool education, some communities have methodologists who regularly visit preschools and conduct quality audits. According to the respondents, decentralization requires reorganization of the external monitoring system. Accurate and up-to-date data on access, quality and personnel in Ukraine is largely not provided, as there is no system at the municipal level to evaluate the effectiveness of regular data collection. This slows down the process of planning policies based on evidence collected locally (for example, identifying

needs for enrollment, training). External monitoring should also be seen as an extremely important aspect of the pre-school institutions quality, including in the private sector. This requires qualified monitoring specialists, unified assessment and monitoring documents, as well as the capabilities and authority to realistically improve the quality of preschool services.

Analysis by criterion such as governance showed that, in addition to benefits, the decentralized system in the state created many problems. Yes, rural communities do not have the human capacity to provide audits, personnel management, adequate funding and the establishment of a continuous professional development system.

We have a conclusion that funding is a major problem, especially in communities in rural or relatively underprivileged communities: caregivers receive low wages, lack of financial resources to provide children with toys and books. This leads to differences in funding per child in all municipalities and limits the opportunities for children living in poor areas. In most municipalities, there is a lack of policies regarding the continuous professional development needed to implement the State Standard for Preschool Education in Ukraine. Also, the external monitoring system in Ukraine is underdeveloped.

Initiatives for preschool education for all children from internally displaced families are very successful. Necessary measures have been taken to enroll almost all children from internally displaced families in kindergartens. There are also special trainings for caregivers and children to support families living in the conflict zone. The caregivers and parents who live near the line of contact, during our visit, demonstrated amazing courage and intent to provide the best conditions in the pre-school educational institution for their children, despite difficult circumstances. Kindergartens there are many problems, including the lack of tutors in kindergartens located near the line of contact, and modern didactic materials.

Conclusions.

The findings of a study initiated by the European Commission on Education and Culture and conducted in 15 European countries are of great importance for analyzing the quality, benefits and disadvantages of developing early childhood education in Ukraine. The results of this review suggest that there is very little information on how pre-school education is controlled in Ukraine and in the EU. Evidence suggests that many countries have sophisticated systems for monitoring and regulating early childhood education programs, and some countries use indirect indicators such as the ratio of caregivers and children, working time and quality standards for quality control infrastructure (if implemented).

The review notes that the Commission of the European Council has adopted a quality framework that identifies 5 main components of a quality early childhood education system: 1) access to early childhood education and care; 2) training and working conditions of the staff responsible for the

education and care of the early child; 3) identification of appropriate training programs and management; 4) financing; 5) monitoring and evaluation of systems.

The identified quality assessment parameters can be used as a basis for global monitoring tools or frameworks. It is well known that in high-income countries (such as Belgium and the Netherlands), the implementation of quality control systems is costly and requires considerable resources, often from numerous entities and institutions. The development and implementation of a national system for monitoring the quality of pre-school education requires sufficient national (if necessary international) knowledge and resources, and pre-schools should have some incentive to comply with the standards. Data from high-income countries indicate that quality assurance and preservation in early childhood education requires a continued focus on improvement. Similarly, quality monitoring systems are being developed to promote improvement. The complex diverse societies in which we live do not allow us to find standardized solutions for all families and children. It is important that practitioners / preschool teachers acquire basic professional competences. Reflection on professional development, search for possible different ways to achieve professionalism. Comprehensive and long-term training initiatives can be just as rewarding as initial training.

Ukraine's active participation in international networks is crucial to improving the quality of pre-school education in the country. Participation in European projects, UNICEF projects, as well as in international and other networks at the level of learning communities, practitioners, parents, local and national policy makers and scholars can stimulate innovation.

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Knowledge transfer: development of educational and technological innovations

Research into knowledge transfer, educational and technological innovation is an important component of integration processes. Now, at the stage of completing the organizational changes related to the Bologna Process, a new problematic field is emerging in the study of integration processes. At the new stage of development of integration processes, it is important to study the integration of the scientific system of Ukraine and the higher education system of Ukraine into the European scientific and educational space. Knowledge transfer is considered in the context of modern innovation, in particular the consideration of educational and technological innovation. The new approach is to consider knowledge transfer as a component of integration processes. Integration processes are the result of many efforts in various fields. Higher education is a leading field of integration into the European scientific and educational space. While maintaining the uniqueness of national education systems, the implementation of integration processes characterizes their intensification in many directions. Among these areas, transfer of knowledge and development of educational and technological innovations is important. Knowledge transfer occurs in the form of academic mobility, which opens the opportunity for lectures by leading academics and professors for students from different countries. An important form of knowledge transfer is the development of international scientific discourse. The emergence of a European direction for international scientific discourse contributes to the integration of research.

In Ukraine, there is growing interest in the development of problems related to integration processes, the connection of integration processes with the formation of a single scientific and scientific-educational space, the development of a network basis for integration processes in education, the formation of a single spiritual dimension of the peoples of the European community, the development of multiculturalism, development of multiculturalism higher education, strengthening of identity, development of universities, strengthening of principles of autonomy of universities, development of education in the conditions of migration, becoming inclusive and vi public education. This contributes to the formation of new problematic areas of research that are currently taking place in Ukraine.

The development of integration processes contributes to the formation of new topics of dissertation research. The course of European integration enshrined in the Constitution of Ukraine becomes a fundamental basis for the

formation of a qualitatively new vision of integration processes. A new civilization paradigm is being formed that determines the search for the value foundations of integration processes. Identity building is a strategic dimension to the transformation processes currently taking place in Ukraine. The new civilizational paradigm, which defines the value foundations of Ukraine's modern development, helps to consolidate the democratic basis of modern higher education. A united Europe, as a cradle of democracy, promotes the basic values of the human right to education, humanization and democratization of educational processes.

Knowledge transfer is now an important area for the development of education systems and individual institutions. Like anywhere else, European civilization defines the basic values and norms that characterize integration processes. Scientific knowledge is now associated with the creation of new technologies. In the era of techno-science and techno-sphere development, it is important to link knowledge with the creation of new technologies

The innovation of modern higher education introduces different technologies. Among them: aimed at the development of educational processes and the development of education in general - educational technologies, aimed at the development of the educational process and the development of new pedagogical systems - pedagogical technologies; aimed at improving the efficiency of cognitive processes of learning material - cognitive technologies; aimed at modeling professional situations in training and subject-subject interaction - interactive technologies; aimed at translating scientific information into scientific form and its digitization and use in scientific research and educational practices - technologies of digital educational transformation. Technology related to the implementation of information processing and the development of information and communication processes are becoming important. It is first of all informational and information and communication technologies.

The formation of university campuses contributes to the development of information and educational environments. The widespread adoption of television technology and online learning is linked to the development of networking technologies. Integration processes contribute to the institutionalization of many areas of technology development. This leads to the emergence of qualitatively new directions in the development of education.

Currently, there is an active conceptualization of new technological trends. This is how the concept of network education, information education, the digital educational revolution and digital educational transformation is emerging and developing. Integration of pedagogical and information technologies promotes the emergence of new pedagogues. Yes, virtual pedagogy is emerging. Innovation development is the main focus of research and integration processes. The innovative paradigm of higher education development is being formed. It is important to discover an innovative

paradigm in the context of creating new opportunities for academic mobility - above all, the development of internships, as well as obtaining a double diploma. The ongoing integration processes reveal the new potential of the Bologna Process for the realization of the human right to study. These are, in particular, the possibility of obtaining a master's degree and a doctorate in new specialties. This greatly deepens the process of democratization of education, creates opportunities to meet the deeper educational needs of modern people.

In the context of the development of integration processes, new prospects for the realization of the right to receive lifelong education are opened. There is a diversification of educational services. Modern technologies bring education to different categories of people and to people of all ages. Now the transition to distance education has become entrenched. Various models of distance education have been developed. The development of technology is constantly opening a new space for the implementation of pedagogical processes that bring education closer to man.

The focus on new technologies that open up new tools of human learning and education cannot be considered solely in the context of instrumentalism. Instrumentalism for a while becomes an idea that addresses the problem of improving the effectiveness of training and education from the standpoint of providing ready-made solutions. Instrumentalism is replacing technologicalism. Technologism characterizes the focus on the creation of new technologies and their implementation. Technologism in its time becomes a universal form in which a new vision of the development of research and educational practices develops.

Even certain forms of knowledge and science in general are beginning to emerge through the concept of technology. Thus, in the philosophy of engineering, theory, in particular technical theory, begins to be regarded as technology. Science is revealed as the sum of technologies, as technological discourse. Scientific conferences and research areas are increasingly concentrated around specific technologies. Orientation to certain technologies is also formed in education and training. The former ideologue of scientific and technological progress, which characterizes some common institutional changes, in particular opening up new links between science and production, is changing with the consideration of specific technologies. Nowadays, artificial intelligence, robotics, biotechnology and genetic engineering, nanotechnology and so on are becoming such.

Instead of considering information technology as a general institutional change that takes place on the basis of the introduction of information technologies into all spheres of public life, the development of digital and digital transformation technologies is coming. A new digital philosophy is emerging. Thus, in the teaching of philosophy, the development of digital philosophy involves the development of methods of visualization, such as visualization of the historical-philosophical process, opens a new vision of the

formation of the historical-philosophical process, the interconnection of certain schools and directions. Particularly interesting is the turn to the modern view, which is formed on the basis of integration processes. In this view, the directions related to the formation of different identities in the European space, such as Slovak, Ukrainian, Polish and other identities, are considered in the context of the formation of the main tendencies of the pan-European historical and philosophical tradition.

Integration processes in Europe form a powerful technological rapid. This movement is comparable to the Gulf Stream, which aims to strengthen the single basis of European civilizational development. This basis is revealed as a spiritual, value-based one that implies the consolidation of European spiritual values. Along with it is formed a new powerful technological basis. The development of a single technological framework contributes to the convergence of economic and technological development of different countries. At the same time, the formation of a single technological base creates the only powerful scientific and technological space in Europe.

The most notable results of integration processes in higher education in Ukraine are a number of organizational innovations that have led to major educational transformations over the last decade. This is first and foremost the introduction of the third level of educational training, the establishment of relationships between the first, second and third levels of training - "bachelor", "master" and "doctor of philosophy", the introduction of a new system of assessment and quality control of learning. The introduction of organizational innovation was enshrined in a number of pedagogical and methodological innovations: the development of new standards, the introduction of new training courses that were needed to implement the third level of training, and the development of new training programs and the creation of methodological support for new courses.

The successes in the development and implementation of new standards in higher education raise the issue of quality content at all levels of training. The deepening of integration processes necessitates the introduction of new innovative courses related to the prospects for the development of the European Commonwealth, defining the main directions and purpose of the integration processes.

Higher education innovators pay considerable attention to innovation in education. Innovations in the field of education lead to an increase in the research and educational potential of higher education institutions. Higher education innovators also identify the link between higher education innovation and the modernization of the economy and other spheres of public life. First and foremost, technological modernization and increasing the quality of vocational training in higher education institutions are at stake.

An important task of higher education innovators is to update the research that links innovative upgrading of higher education in Ukraine to the strategic dimension of Ukrainian society's development. At present, the

strategic dimension of the development of Ukrainian society is first and foremost related to the concept of sustainable development. This concept is relevant for Ukraine. It links economic and environmental components of economic development. But this concept does not specify the purpose of social development and the main results to be achieved. The strategic dimension is determined by the theory of the information society. This theory is recognized as a social development strategy. The current stage is characterized by the development of digital transformations. The Ministry of Digital Transformation was created. Digital transformations involve the digitization of basic information that underpins the functioning of society. The introduction of economic and social innovation is also important.

The development of information society theory is also related to K-society theory. K-society is also revealed as a knowledge society. It also means increasing the role of knowledge, increasing the effectiveness of research. The introduction of a new social strategy - K-knowledge - envisages an increase in the role of knowledge production in all spheres of public life.

The development of integration processes related to the realization of the long-term prospect of Ukraine's accession to the European Union requires new steps that link Ukraine to the development of the European Union. In the field of knowledge production, it is important to carry out research related to the implementation of the strategic goal of social development in the context of integration processes. Also important are scientific research, improving the efficiency and pace of integration processes. These include awareness of Ukraine's own identity and ways of forming a political nation in Ukraine, the development of Ukrainian parliamentarism in the context of European parliamentarism, the identification of the political and legal components of integration processes. The formation of the European scientific and educational space necessitates the deepening of integration processes in this direction.

The development of knowledge transfer implies an increase in the presentation of research results by Ukrainian scientists at the European level. However, it would be interesting to read lectures by Ukrainian professors at leading European universities. As well as conducting at least small new courses that would promote the best innovative ideas and models of the European Community in Ukrainian universities.

Important for shaping a common future are scientific developments related to the implementation of European values in Ukrainian social and political processes. Creating a single spiritual dimension of his time was important for the formation of the European community. Awareness of the importance of a single spiritual dimension is the basis for the formation of a united community of people. In this context, it is important to form a unified spiritual dimension that incorporates the Ukrainian vector of integration processes. In order to move in any direction, you need to feel the need for such movement. At present, the strategic nature of forming a single spiritual

dimension and defining its framework is very important for the development of Ukrainian society at the present stage of integration processes. Ukrainian society needs to understand what stage of integration processes it is in and what it needs to do to move to the next stage. It cannot be limited to declarations defining the European vector of integration processes. At present, Ukraine, which is at a difficult, turning point associated with the need to overcome the effects of the war, needs to develop a common course structure for European integration and identify its stages.

Conducting research in Ukraine can make a significant contribution to the development of a strategic course for integration processes. It is impossible to accept that integration processes are beginning to be regarded as transformational. Transformational processes involve making short-term changes that are unrelated to determining the purpose of those changes, examining the consequences of such changes, and planning specific outcomes. The impossibility of reducing integration processes to transformational ones is due to the fact that after certain economic, political and social transformations, as well as transformations in the sphere of management, legislation, legal and judicial systems, in the sphere of labor relations regulation, such unmanaged strategic goals (joining the European Community) transformations may be incompatible with the implementation of integration processes. Such transformations, which are incompatible with the implementation of integration processes, objectively impede the achievement of the goal of a strategic course on European integration, which is enshrined in the Constitution of Ukraine.

A united Europe should be interested in deepening cooperation in the field of research on defining the structure and purpose of integration processes. Important is also the transfer of knowledge and the development of international cooperation in the fields of scientific and legal expertise devoted to the consideration of transformation processes taking place in Ukraine. The importance of the European Community's assessment of the legislative and regulatory acts that regulate, direct and determine the mechanisms of implementation of transformation processes in Ukraine is growing. Not only is it important to evaluate these documents in terms of their compliance with the Constitution of Ukraine. In the context of the mass adoption of new laws that change the legal foundations of public life, it is important for the European assessment of the conformity of documents regulating and directing all spheres of life in Ukraine, the main document of the European Community, as well as compliance with the norms and requirements of European legislation.

Ukraine is now the European country with the largest number of changes in the political, legal, legislative and economic spheres. An uncritical attitude towards the foundations of transformation processes can turn Ukraine into a zone of turbulence. The short period of development of Ukrainian democracy is commensurate with the length and experience of European

parliamentarism. In these circumstances, Ukraine needs not only material and financial assistance.

The development of cooperation with the European community in the field of knowledge transfer, research and exchange requires new innovative approaches. Knowledge transfer emphasizes the importance of knowledge in international scientific and information exchange. Each country has its own unique knowledge production capabilities. In Ukraine, the most important producers of new knowledge are the research institutes of the National Academy of Sciences, as well as universities of different forms of ownership. The scientific system of Ukraine is characterized by the preservation of well-known scientific schools.

The development of educational processes contributes to the creation of new departments and the opening of new specializations. Ukraine is known for its achievements in the fields of artificial intelligence, systems analysis, computer systems and telecommunications, and network technologies (including Grit). Microelectronics, instrumentation, creation of measuring equipment and radio engineering, laser technologies, welding technologies, rocket engineering have been developing in Ukraine for a long time. They acquired the development of biotechnology, biosafety, chemical research, the creation of equipment for chemical enterprises, turbine engineering, the development of nuclear energy, reproductive medicine, oncology and dentistry. In recent years, information technology, software systems design and programming have evolved, and research in the theory and practice of management, e-government and governance, digitalization and digital transformation technologies has been updated. The relevance of research in the field of information security, information law, cybersecurity, development of technologies for protection against cyber attacks is increasing. Space research, aircraft building, development of new types of military equipment, communications are developing, modern technologies in the field of architecture, design and construction are developing.

The powerful potential of Ukrainian science is represented in the field of basic and applied research, design. The development of scientific analytics is underway, new research is being carried out in the fields of theoretical and practical philosophy, theory of cognition and social epistemology, logic and philosophy of science.

Knowledge transfer opens up new opportunities for the development of the exchange of scientific knowledge and scientific information. In addition to the direct participation of scientists in the transfer of knowledge (participation in international scientific and scientific-practical conferences, participation in international scientific projects, creation of innovative courses), there is a dissemination of scientific knowledge in the form of scientific publications presented in science-based databases and professional journals.

The transfer of knowledge contributes to the integration of the scientific system of Ukraine into the European scientific and educational space. This is also facilitated by the development of modern network technologies and global networks. The prospect of development of integration processes involves deepening the exchange of scientific information and scientific knowledge. The new understanding of knowledge as a cultural value, which is preserved in the European tradition, updates the study of the connection between the contemporary features of knowledge transfer and its influence on the deepening of cultural interaction. Disclosure of knowledge as cultural value involves linking the production of knowledge with the way it is implemented in the processes of social and cultural development.

Each country's scientific system enhances its defense capability. At the same time, the strengthening of the country takes place in a spiritual and socio-cultural dimension. This is primarily related to socio-cultural processes, political processes aimed at the development of a political nation and the development of identity. Identity formation and consolidation processes are also taking place in Europe. The new identities that are emerging today in the context of the European Commonwealth are characterized by an awareness of their own philosophical basis, which reveals the originality of their vision of the world, national culture and outlook. Movement of different countries in the united Europe is happening at different speeds. At the same time, neither country loses its national identity, but deepens its expression in the common, common civilizational, political and legal context of a united Europe.

The deepening of integration processes taking place in the joint interaction of Ukraine with the European Community on the way to joining this Commonwealth implies the development of integration processes in the field of knowledge transfer. The experience of developing democratic, political and legal mechanisms of Europe, its policies in the field of education, cultural and linguistic communications is interesting for Ukraine. Strengthening democratic political and legal mechanisms is an important prerequisite for overcoming corruption, the shadow economy and the unregulated economic processes. The scientific system of Ukraine and the deepening of knowledge transfer can significantly accelerate and deepen the processes of rehabilitation of the political and economic spheres in Ukraine.

The modern world, moving to new horizons of civilizational development through the creation of new technologies, new concepts of social development and social strategies, foresees an increasing role of research and development of scientific systems. Creating educational and technological innovation is a powerful express that accelerates the development of every society by forming human capital and creating a technological base for all spheres of public life. Ukraine's experience in the fields of educational and technological innovation can be an important resource for deepening integration processes. Modern Ukraine has a strong educational and technological potential. The formation of a single European educational space, as well as the creation of a

technological space of a united Europe, create the preconditions for deepening the integration processes in the field of knowledge transfer.

The spiritual dimension of integration processes is based on changes in the value system. European civilization is based on the values of democracy, the recognition of human rights, the development of all participants in integration processes. Ukraine is at the crossroads of civilizational influences. This is a kind of crossroads where the influence of different civilizations occurs.

Conclusions

Knowledge transfer contributes to the development of the scientific system of Ukraine. The results of scientific researches of Ukrainian scientists are being integrated into the scientific and educational space of Europe. Integration processes in the European scientific and educational space help to increase the effectiveness of research. The European scientific and educational space is becoming an important component of integration processes. The European scientific and educational space contributes to the understanding of knowledge as a cultural asset.

The transfer of knowledge forms the knowledge base of a unified spiritual dimension of Western civilization. Knowledge transfer facilitates knowledge sharing. It approximates the standards of knowledge production and research. However, knowledge transfer creates various international forms of collaboration between scientists, teachers and engineers. Ukraine's involvement in the formation of a single European scientific and educational space contributes to the intensification of integration processes. New forms of international scientific exchange are being introduced. The commercialization of scientific knowledge is developing. The number of international projects, patents and licenses is increasing. Ukrainian scientists and teachers adhere to European standards for the publication of knowledge and the publication of research results. Implementation of European norms in the educational processes in Ukraine is taking place. The number of students and teachers working on European programs is increasing. The development of new methodological standards is intensified.

The formation of the axiological basis of the spiritual dimension of integration processes contributes to the formation of a new outlook. Teachers and students are increasingly becoming part of European educational processes. More and more masters and future PhDs in various specialties are conducting some of their studies in the form of internships abroad. The cooperation of the departments of higher education institutions of Ukraine, which participate in scientific cooperation with universities and laboratories of other countries, is growing.

The scientific system of Ukraine, the development of its scientific schools, the emergence of new specialties and departments are of natural interest in different countries. It would be desirable for the European Community to form an influence that helps accelerate integration processes.

The complex transformation processes that Ukraine is experiencing today shape Ukraine's future as a component of the European Community. It would be desirable if integration processes had such organizational, financial and material components that would really bring the country closer to Europe and shorten the timing of integration processes.

The complex political and economic processes of identity formation necessitate the intensification of European influence on transformation processes in Ukraine. The transformation of transformation processes into integration processes is of great importance for shaping the European future of Ukraine. It also envisages the development of scientific research in this field, the involvement of postgraduate students from European countries in this field and the introduction of various forms of study in Ukraine, including internships, dual diplomas, etc. Today, Ukraine is developing new forms of education. It is about open education, network education. The development of distance and inclusive education has become increasingly important lately.

Ukraine's higher education is open to the world. Ukraine's higher education is looking for its own path to modernization and innovative development. Modern educational and technological innovations are the focus of Ukrainian education. Ukraine's education needs support from the European Union. The scientific system of Ukraine is becoming a powerful source of creation of new technologies. Today, the range of educational innovations is expanding. It includes methodological, pedagogical and axiological innovations. Innovative technologies of socio-cultural development form a new vision for the realization of the humanitarian mission of education.

An important area of educational innovation is the development of new technologies. Among the new technologies, digital technology, networking technologies, technologies related to the development of the information and educational environment of higher education institutions and cognitive technologies take a prominent place. By creating new technologies and introducing them into higher education, scientists and teachers are helping to modernize Ukrainian education. Among technologies, technologies that focus on the educational process are distinguished; technologies aimed at the development of university campuses, as well as technologies aimed at human development. There is a modern integration of technologies. Yes, pedagogical technologies are increasingly integrated with information and information and communication technologies. The development of distance education involves the widespread adoption of network technologies. The development of information security and cyber-security technologies is relevant today.

A new direction is emerging - cognitive technologies in higher education. Cognitive technologies are revealing their potential in the fields of education, training, information exchange and communication.

The concept of innovative development of higher education of Ukraine provides for its modernization, axiological and technological updating.

Identifying sources of innovative development involves the development of subjectivity. The basis for the development of subjectivity is goals, values and norms. The formation of the basic values of innovative development today is under the decisive influence of transformation processes. The axiological component of the modernization of Ukrainian education should be more closely linked to integration processes, as well as to the entry of the scientific system of Ukraine and the higher education system of Ukraine into the European scientific and educational space.

Ukraine is interested in developing the transfer of scientific knowledge from the standpoint of preserving European values, protecting intellectual property and copyright. The increasing commercialization of scientific research, the acquisition of new patents and licenses are important indicators of the development of the scientific system of Ukraine. The development of commercialization of scientific research in the context of integration processes is an important component of shaping the European future of Ukraine.

The direction related to the formation of the modern technological space of a united Europe is also promising. Nowadays, artificial intelligence, digital technologies, information security and cyber-security technologies are of increasing interest. Collaboration in key industries through mutually beneficial partnerships is a real foundation for integration processes.

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Integration in the construction of ecological housing 3D-printing

Innovative technologies cover all areas of human activity. This also concerns historically ancient sphere – construction. The objects of construction were and remain an integral part of the society life: housing, production, recreation, health, and art. The most important part of the above mentioned is housing, to which people have many demands: comfort, environmental friendliness, design, cost.

The construction of residential properties is closely linked to the climate and national traditions that are considered also today. On the territory of the settlement of the Slavic peoples, as well as in many other regions of the world, man used as a building material accessible raw materials, primarily soil [1]. In addition to accessibility, this material has many positive qualities: environmental friendliness, low cost, thermal insulation, environmental recycling, which are important in the modern world. Today, various buildings and structures constructed from the ground are exploited (Fig. 1). Besides many advantages, such structures have several disadvantages: the high complexity of construction and the need for constant care of such structures. Innovative technologies allow to practically eliminate these shortcomings.

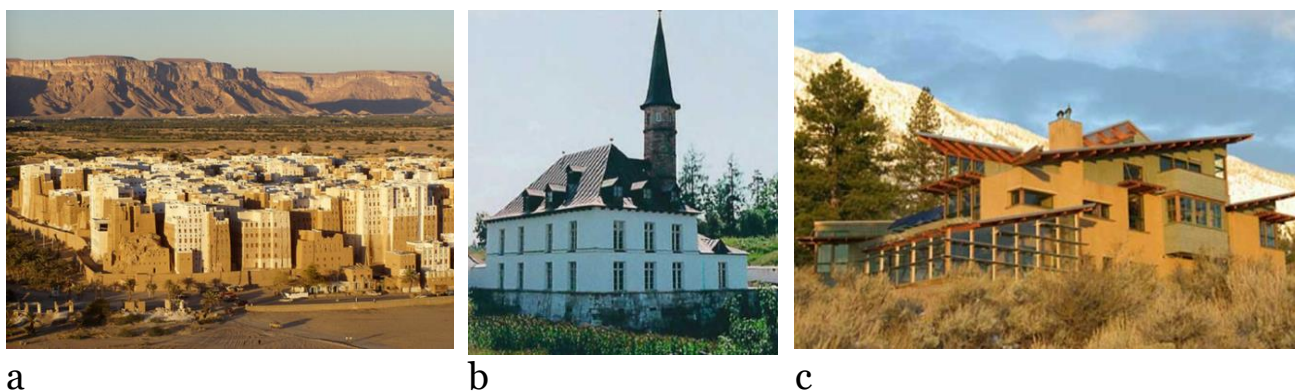


Figure 1. Buildings made of soil:

a - multi-storeyed (Shibam, Yemen); b - Prioratsky Palace (Gatchina); c - apartment building (Thalermo, CA)

On the territory of Ukraine in the national housing construction several technologies were applied with the use of soil [2, 10]:

- production of soil blocks and construction of a house (hut), (Fig. a, b, d, f);

- production of clay and straw (adam) soil blocks and construction of a house (Fig. 2, c);
- a temporary formwork device at the site of construction of the house and hammering into it (soil-stuffed houses);
- a temporary formwork device at the site of construction of the house and pouring moistened clay into it (soil-molded houses) (Fig. 2, j);
- production of frames under walls and overlappings from trunks and branches of trees (vine, reeds) and filling them with clay.



a



b



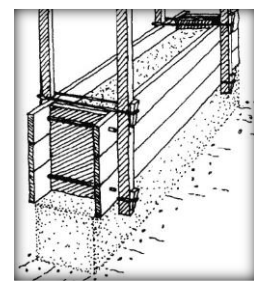
c



d



f



g

Fig. 2. Technologies of construction of Ukrainian houses made of soil:
a - Ukrainian house; b - modern building; c - clay soil blocks with straw (adam); d, f - house and masonry; g - erection of the soil-molded house

Today, in all spheres of our life we can constate the permanent search for new, moderner methods and technologies that meet the principles of sustainable development. New approaches need to be, on the one hand more effective in terms of conservation of exhaustible resources of our planet, have minimal impact on the environment and on the other hand to ensure a higher quality of the final product. Construction is not exception. One of the new promising technology is the technology of 3D -printing of individual structures and buildings in general. 3D-printing - is the process of real object recreating on the model of 3D. Unlike conventional printer which prints information on a sheet of paper, 3D-printer allows you to display three-dimensional information, i.e. creates certain physical objects. Currently, 3D-printer finds its application in many areas of production: machine building elements, a variety of layouts, interior elements, various items. But due to the fact that this technology is fairly new, it requires the creation of detailed and accurate technologies, efficient equipment and materials, and development of

common vocabulary and regulatory framework in this field. These objectives and the focus of this work.

Findings. Key technologies of 3D-printing are [3-5]:

-*Layer Object Manufacturing, LOM*. The main idea is to cut the sheet of various materials with a laser beam (paper, laminates, metal foil, ceramic), and then heated rollers glue the layers between each other (Fig. 3, a). The disadvantages are: a rough surface products, the possibility of bundling and mistaking if sheet is not completely cutted (damaged layers are needed to be removed, and done again);

-*Fused Deposition Modeling, FDM* — This is three-dimensional printing technology, in which the object is created of the melting the plastic thread it fed through the extruder on a work surface and is hardened there later. After the first layer, the working platform is lowered and the process continues again (Fig. 3, b). It is the only technology of «cultivation» 3D-objects using industrial thermoplastics which can withstand high temperatures and mechanical loads. Layering allows to receive parts of complex geometry. The method has such disadvantages: plastic melts and spreads in all directions, so the models have pronounced relief surface, so the object precision is lost;

-*laser stereolithography, SLA*-this is three-dimensional printing technique in which liquid photopolymer under the action of laser light changes its physical properties and solidifies. The three-dimensional object is grown layer by layer, the thickness of layer in an average is 0.1 mm, which ensures high print quality. The disadvantages of the technology is high cost of equipment and low printing speed (a few millimeters per hour);

-*selective laser sintering, SLS*, is like the previous technology, but the basic material is powdered thermoplastic, sintering with laser beam.

The powder in the chamber is heated till the nearly melting point temperature, than it is leveled and the laser beam draws the required contour on it. At the point of contact of the beam and powder the particles melt and sinter with each another and with the previous layer. Then the platform is lowered a new layer of the powder is poured in the chamber, it is leveled, and the process is repeated. The technology is characterized by high speedy printing (up to 35 mm / hour), but it requires a lot of time to prepare to heat the powder and stabilize the temperature while resulting models have rough and porous structure.

-*Three-Dimensional Printing, 3DP*, is based on inkjet technology. This kind of printers is provided with two ingredients powdered mass and liquid binder. The working chamber of each printer consists of two parts (Fig. 2, c.): The first part is a powder feed chamber (model material is loaded), and the second part is the construction chamber where necessary 3D-model is grown. Initially, the material is distributed uniformly on the entire surface of chamber construction. Then, on the first thin layer special binder is applied that glues all the particles of the material together. After the platform is displaced. The supply chamber platform is lifted up, and the construction

field platform is lowered down. Dislocation must be made on the same height. After this, immediately the offset printing head again begins to move, building up the model.

-*Solid Ground Curing, SGC*, is based on the fact that the special tonic creates the specific model template on a glass plate (Fig. 3, d). Formed photomask is located over a thin layer of photopolymer situated on the desktop, further it should be exhibited by UV lamp. The layer corresponding photopolymer pattern hardens, and all liquid stocks are removed. In the next step all inside cavities must be filled with molten wax, solidifying enough quickly. Then the process is repeated again, but the template for the next section is already used. The advantage of the technology is that the process can be paused at any time and then be restarted from the same moment (this is important when you need to remove the defective layers or contamination). The printer creates the model with a moving component parts. A lot of noise, large weight and the constant presence of the operator are disadvantages of this type of printing.

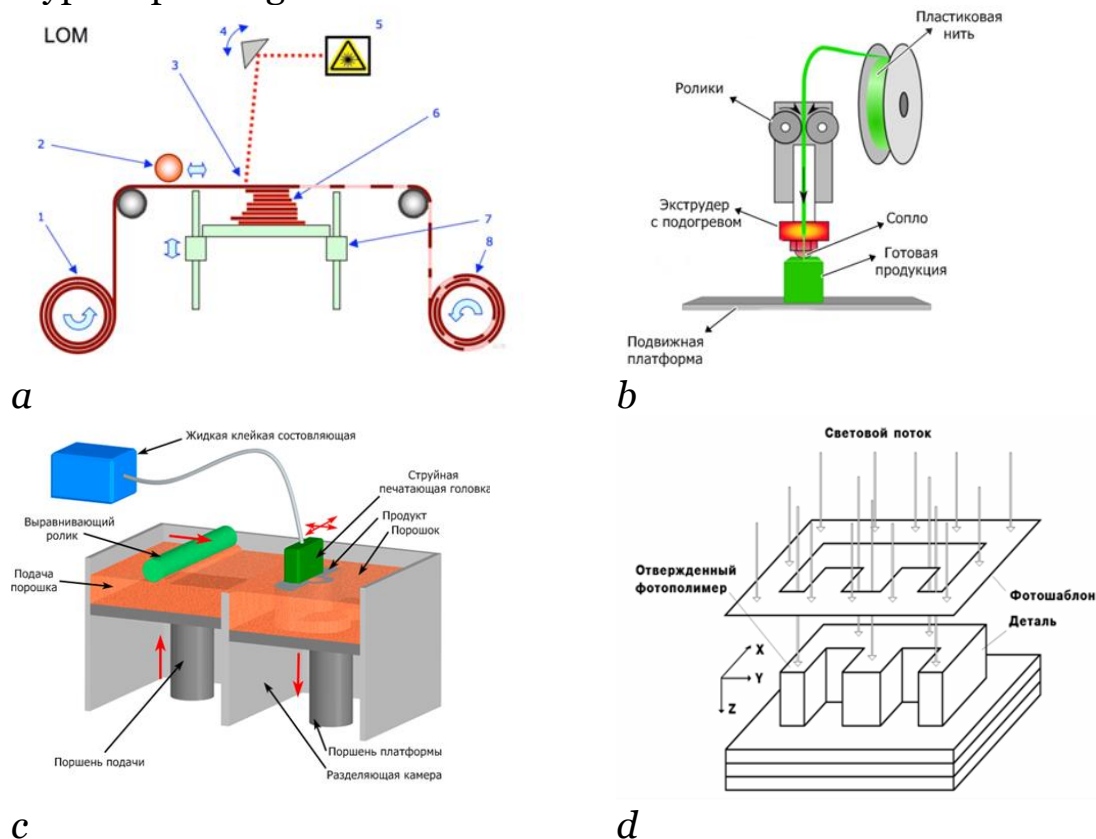


Fig. 3. 3D-printers with print technology:

a – production of object by layers: 1 – foil; 2 – heated roller; 3 – laser beam; 4 – scanning prism; 5 – laser device; 6 – layers; 7 – mobile platform; 8 – remains; b – modeling by melting method; c – stereoscopic printing; d – photopolymer sintering

Constructions 3D-printing is a new technology of building, which allows to build a house on an individual project using different materials in a short terms[6]. Building 3D-printer uses extrusion technology, where each new

layer of building material is squeezed out of the printer on the previous one. Construction printers are divided into two groups, printers, printing the entire building (Fig. 4, a, b.), and printers, printing separate elements (Fig. 4, c). An example can serve models of buildings from the real building materials, elements of landscape design, etc.

Application of printers producing separate structural elements eliminates the seasonality of the construction, i.e., it is possible to print the buildings parts, to cure them in the warehouses till concrete sets necessary strength and then to assemble them into a building on the construction site (Fig. 4, d).



a



b



c



d

Fig. 4. 3D-printing of constructions:

a, b – building; c – printing of construction; d – assembly of printed building structures

Before start building mixture must be prepared in accordance with the requirements of the equipment. Accept the place for 3D-printer, it is also required to provide land for: mixture preparation, its supply to the printer printing head, pre-drying station, warehouses and loading site. To install the manufacturing equipment, the area or equipment room should have connection points to service lines (power, water supply).

The new technology of 3D erection of buildings and constructions allows to build housing on an individual project in the shortest possible time using different materials (Fig. 5, a).



a



b



c



d



f



g

Figure 5. Construction of construction objects by 3D printing:

a, b, c - single-storey houses of different architecture; d, f, g are multi-storey buildings

Printers for 3D-printing are of different dimensions and weight, for example, a printer format of 12 x 12 meters for printing elements of buildings, landscape items up to 3 meters high, is a large-size 120-ton structure (Fig. 6, a).



a



b



c



d

Fig. 6. Building printers:

a – format 12 x 12 metres; b – format 4 x 6 metres; c – format 8 x 12 metres;
d – format 4,1 x 2,5 metres

To print individual structures in the enclosed space we can use small-format printers with the capacity of the head storage device 18 ... 32 liters, dimensions of 4 x 6 meters and weight of 620 kg (Fig. 6, b). At this stage, the design of printers allows to create low-rise buildings of different configurations using different construction mixtures.

Recently, 3D-printers with injection of a mixture into the extruder by concrete pumps have started to be released, which significantly improved the printing performance of products (Fig. 7).

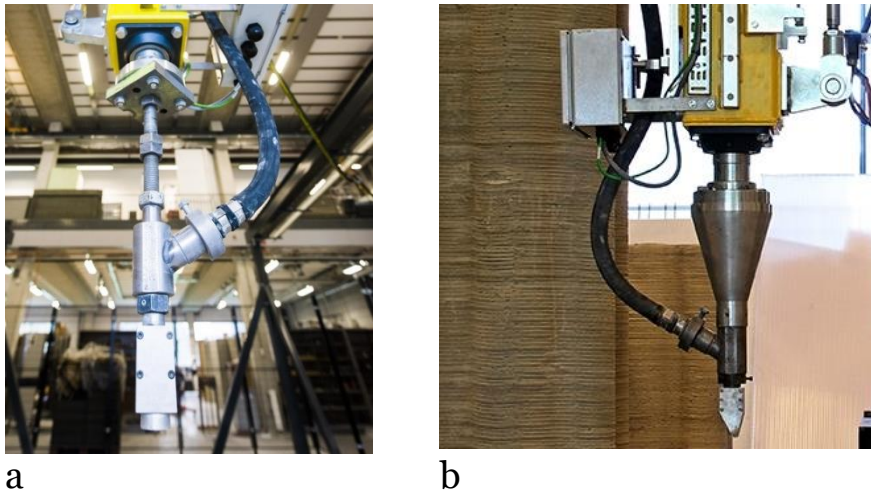


Fig. 7. Construction printers for pumping the mixture into the extruder with concrete pumps

In the process of creating a ready-made objects at least two people are involved : the operator (directly controls the printer) and a worker (prepares a mixture, reinforces the products in the process of printing, prepares equipment for use at the beginning and the end of shift). The number of workers is up to the equipment size and the complexity of the process, depending on design solutions manufactured object.

It is reasonable to simulate the shape of the construction and verify the printing process of the object (3D-modeling) before the construction using technology of 3D-printing. This can be made by small format equipment using real building mixes, allowing to check the adopted architectural design and solutions. To print the building model plaster mixes are used, while cement mixture are used to create products designed for outdoor use. The process of horizontal and vertical reinforcement, installation of reinforcing skeletons inside wall cavities, laying of communications is worked out on models. An important aspect is that printed patterns are convenient for carrying out laboratory tests on various parameters.

Advantages of 3D-printing are:

- the ability to create objects of any shape and complexity;
- speed of building;

- the use of different materials, including environmentally friendly materials;
- wasteless production;
- the simplicity of the process;
- reduction of the human factor, and thus quality improvement and construction accuracy.

The disadvantages of this construction technology are:

- lack of common terminology;
- constructed facilities do not have an effective thermal insulation and have a high energy consumption;
- tooling elements require further improvement.

Research purpose is to analyze the existing methods of creating physical objects by 3D-printing and the improvement of technology and equipment for the printing of buildings and structures.

Results of the study. Based on the analysis of publications and research, authors suggest, the following key terms and notions in the field of 3D-printing building.

3D-printing – the process of real object recreating based on the 3D-model.

Technology of 3D- printing – is based on the principle of layered growing (creation) of solid model.

3D-modelling – the process of construction object physical model creating.

3D-printer–device to recreate real object per sample of 3D-model.

Printing head– a component of the printer, delivering the mixture to the object of construction.

Extruder– part of the printing head, forming a thick layer of extruded mortar.

Extrusion – technological process, when each new layer of building material is extruded from the printer over the previous.

During the construction of the building by any known at present method it is necessary to ensure high energy efficiency of building envelopes as well as the whole building. Alternative building wall structure created by 3D-printing, makes it necessary to search for alternative methods of energy efficiency. In this paper, we propose to increase the thermal insulation properties of objects created by 3D-printing, and reduce the overall energy losses of the building by laying energy-efficient thermal insulation of ecological materials in empty wall structures (Fig. 8) (on the basis of cut reed, pressed straw, hemp shives, adobe, lightweight adobe, lightweight concrete on the base of boon of hemp).

The cost of a cottage with an area of 36 square meters of such materials is 1.2 ... 1.5 thousand \$, which is explained by the low cost of raw materials and low labor intensity. The cottage is built in a few hours.

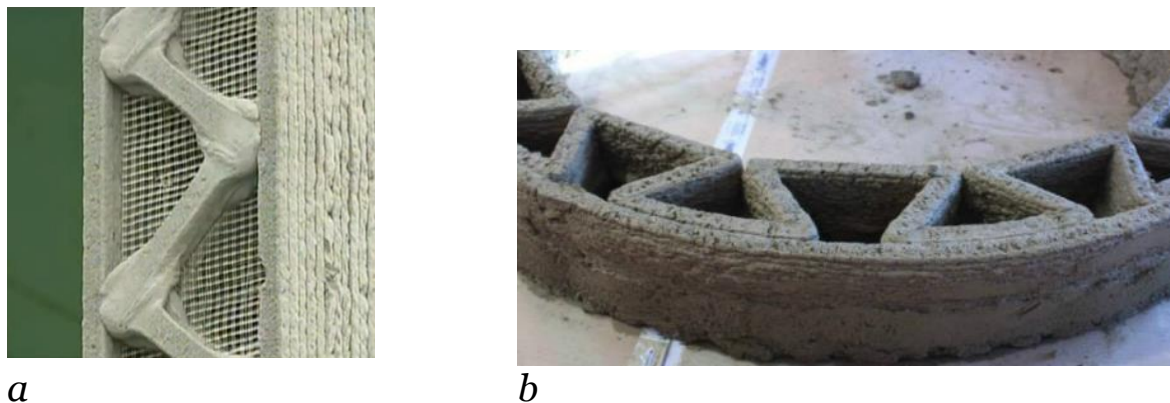


Fig. 8. Building hollow structure [11]:
a – reinforced with fiber; b – reinforced by partitions

All these materials have been created in our laboratory [12, 13] and passed preliminary tests. Their main properties are shown in Table 1.

Table 1
Characteristics of thermal insulation materials

Material	Volumew eight, kg/m ³	Thermal conductivity coefficient, Watt/(m*K)
Chop of jonk	400	0,12
	300	0,09
	260	0.078
	220	0,06
Pressed straw	150-250	0,09
	90-110	0.045
	73-85	0.04-0.05
	100	0.054-0.065
Boon of hemp	70-90	0.048-0.06
Adobe	1500	0,5
Lightweight adobe	1000	0.13
	900	0.114
	580	0.073
	420	0.071
Lightweight concrete on the base of boon of hemp	260	0,075
	360	0,079
	400	0,084

As for the technology, the printing process by different mortars basically differs by thickness of the printed layer and the total height of the product. The thickness of the extruded layer formes extruder. During the printing we can adjust the geometry of the extruded layer, change the speed of printing to obtain high-quality products.

It is proposed to improve the print quality by using printheads with several extruders installed at different levels (Fig. 9, a - c), as well as heads [14] providing adjustment of the stacked mixture width (Fig. 9, d - j).

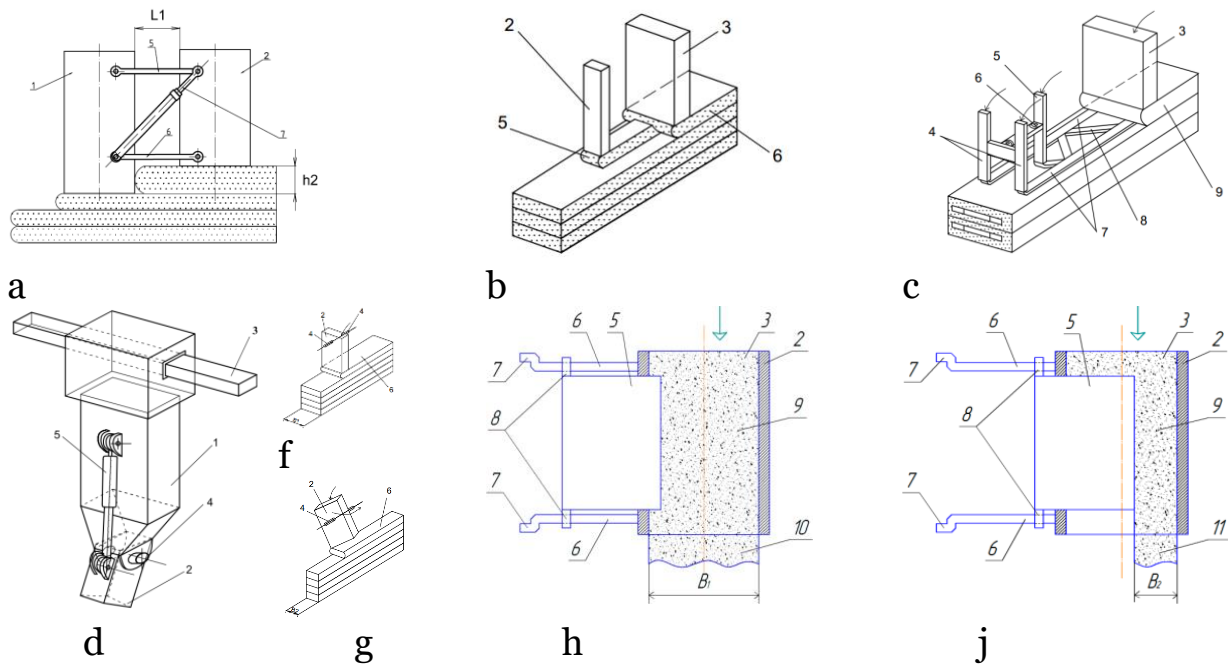


Fig. 9. 3D Print Head Designs Developed:

a, b, c - with several extruders; d, f, g, h, j - with regulation of width of the laid layer of mix

Erection of objects with 3D printing from available materials is a promising direction for the development of other planets, in particular the Moon. Together with the Yuzhnoye CB, a project of a scientific and production base on this Earth satellite is being developed [15].

Further work on the issues of erection of buildings and structures from soil materials by 3D printing is a promising area of research and development of start-ups (innovative projects) in environmental construction.

Originality and Practical value. Developed in this work equipment and materials allows in the nearest future to move from theory to practice and implement such effective method of construction as the technology of 3D-printing and make the process of building fast, efficient and modern.

Conclusions

1. Building 3D printers is a new generation of equipment for the construction of buildings structures, and structural elements. A variety of building printing technologies opens up wide range of opportunities in the construction industry. At this stage, printer design allows to create low-rise buildings of different configurations with different mortars.

2. The proposals for improvement of the thermal insulation properties of constructed 3D-printing objects and improvement of technological equipment are developed.

3. The list of key terms and notions of construction by 3D-printing and 3D-modeling technology are proposed.

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Technology of managing the readiness of the head for the introduction of inclusive education in the institution of general secondary education in conditions of project activity

The combination of interests and needs of pedagogical theory and practice at the present stage can be the technology that provides new opportunities for organizing and improving the educational process. Modern education is in search of such pedagogical technologies that would not only assure the assimilation of a certain amount of information, but also contribute to the readiness of the Head of the institution of general secondary education to implement inclusive education. The analysis of scientific publications proves that the general secondary education system has a crisis, which is caused primarily by the contradictions between traditional qualification programs and the real capabilities of the leaders of institution of general secondary education. Not all leaders are ready for pedagogical work with a changing contingent of students; unable to choose technologies and approaches on their own; do not take into account the peculiarities of psychophysical development of students and their educational needs; there are no conditions for providing special psychological and pedagogical assistance to children with disabilities; teachers and school psychologists do not have the proper knowledge to work with such children; narrow-profile specialists do not attend school (neither teachers nor children are consulted), there is no special equipment and technical means for corrective-developmental classes and programs, methodical literature, etc.

Therefore, we have the task: it is advisable to find out the essence of the concepts of "technology", "pedagogical technology", "project", "project activity". A dictionary of foreign words defines technology as a set of ways of processing materials, manufacturing products and the processes that accompany these types of work. Technology is a set of ways, means of selecting and implementing a process that controls the multiplicity of its implementations. The following requirements are put forward to the modern technology: high degree of division of process at a stage; the systemic integrity of the process, which must include the entire set of elements that ensure the necessary completion of human action in order to achieve the goal; the regularity of the process and the uniqueness of the phases that allow the use of averages in characterizing these phases; technology is inextricably linked to the process - a set of actions that take place over time. The

components of technology include: the purpose of the process; be subject to technological change; methods and methods of influence; means of technological influence; orderliness and organization that are opposed to spontaneous processes.

The concept of "technology" in pedagogy, as a mechanism for solving educational problems, has been actively used since the 70's of XX century. Theories and practice of implementing technological approaches to education were given attention by foreign (V. Bespalko, I. Lerner, G. Selevko) and native researchers (S. Honcharenko, D. Dehtiarev, O. Pekhota, P. Sikorskyi). From the point of view of V. Bondar, technique is filled with a set of means of activity and as a result creates technology. O. Savchenko focuses on a detailed description of the stages in the implementation of processes and achievement of the result. The Interpretative Dictionary treats technology as the set of techniques used in any case. The etymology of the word "technology" means "knowledge of material processing" *techne* – arts, crafts, science + *logos* – concepts, doctrine). Technology incorporates the art of owning a process, making it personalized. The technological process always implies a certain sequence of operations using the necessary means (materials, tools) and conditions [4]. Technology is seen as a process of achieving certain results that leads to a planned result, and should take into account changes that occur from the initial state of the object through the use of a specific set of methods, means and ways inherent in a particular branch.

The pedagogical technologies play a decisive role in forming the of the Head of the institution of general secondary education to implement inclusive education, so it is advisable to build the technology of the readiness of the Head of the institution of general secondary education for the introduction of inclusive education on all features and analogy of the structure of pedagogical technologies. The concept of "pedagogical technology" is considered in scientific research from different positions. Pedagogical technology in scientific works is defined as a system method (V. Evdokymov, I. Prokopenko), as logic (M. Clarkin), as an active plan of the organization of training in works (I. Smoliuk), as a means of V. Bukhvalov, as a way V. Bespalko, B. Skunner ; as a scientific field (R. Kufman, M. Yeraut). V. Monakhov treats the notion of pedagogical technology as a thought-out in all the details of a common pedagogical activity in designing, organizing and conducting an educational process with unconditional provision of comfortable conditions for the participants of the process. H. Selevko distinguishes positions in scientific understanding and use of the term "pedagogical technology": as systematic, scientific, structured and manageable. In UNESCO documents, pedagogical technology is a systematic method of creating, applying and defining the whole process of teaching and learning, taking into account technical and human resources and their interaction, which aims to optimize forms of education. B. Likhachov interprets the term pedagogical technology as a set of psychological and

pedagogical units that determine the special set and layout of forms, methods and ways of training.

The concept of "pedagogical technology" can be represented in three directions: scientific - development of the purpose, content and methods of teaching and design of pedagogical processes; procedural and descriptive - the algorithm of the process, the set of purpose, content, methods and means to achieve the planned results of training; procedurally effective - implementation of technological process, functioning of all personal, pedagogical and methodological means.

Numerous criteria are based on numerous classifications of pedagogical technologies. O. Saveliev substantiates traditional and innovative technologies, among which technologies are focused on action orientation; for the purposes of training; by subject (humanities, natural, technical); by technical means used (audiovisual, computer); by the way the educational process is organized (individual, collective, mixed). D. Chernelevskiy points to classes of generalized pedagogical technologies, which differ in the nature of the content of teaching (problematic, concentrated, modular); by methods of activity in training (contextual, didactic).

Scientists believe that pedagogical technology is a meaningful technique for implementing a system of all components of the pedagogical process, aimed at achieving the goal; a regular pedagogical activity that implements a scientifically sound project and has a higher level of efficiency.

Pedagogical technology has specific intrinsic features that distinguish it as a unique phenomenon, among which should be noted: conceptualism - clear, consistent pedagogical development of goals, reliance on the system of ideas; diagnostic definition of goals - theoretical and predictive study of conditions, methods, means of introducing pedagogical innovations, forecasting the result; algorithmic, projected, controllability - the division of technology into stages, repetitiveness and rhythm of actions that provide the appropriate result; adjustability is the development of pedagogical skills that make it possible to make procedural changes in technology while preserving basic goals.

The criteria of pedagogical technology at the design stage include: division of the process into stages, actions, operations; the sequence of obtaining the result determined by the raw data; technological sequence of implementation of stages, execution of operations; management. Criteria for evaluating pedagogical technology at the stage of functioning include content, organization and teaching methods, system of didactic tools. Criteria for the effectiveness of the results of the use of pedagogical technology are the acquisition of knowledge (depth, awareness, systematic, autonomy), the development of value orientations, specific thinking (problematic, analytical). According to the results of the expert evaluation of pedagogical technology, the following questions should be clarified: is there a technological invariant in the pedagogical system to be examined? Does the pedagogical system

applying for the status of technology provide a positive result that is adequate to the declared goals. Is pedagogical technology relevant, that is, facilitates specific pedagogical problems?

We offer our own interpretation of the concept of pedagogical technology as a system of ways, techniques, steps, the sequence of which provides the solution of the problems of learning and development of the individual, and the activity itself is presented procedurally, as a specific system of action, development and stages of implementation of components of the pedagogical process in the form of a system of actions, ensuring a guaranteed result.

In the framework of our research, we will consider the features and structures of technology of readiness of the Head of the institution of general secondary education to implement inclusive education, among which we distinguish: management (H. Yelnykova), pedagogical and project technologies. Scientists have noted that control technology involves sequence and procedures for implementing the management function, the procedure for using a certain set of technical means for working with information (collection, processing, storage, using). The basic requirements for management technology can be summarized as follows: problem formulation, solution design and choice should be concentrated at the level of the management where relevant information is available; the information should come from all divisions of the firm, which are at different levels of management and perform different functions; the choice and decision-making should reflect the interests and capabilities of those levels of management that will be responsible for implementing the decision or who are interested in its implementation; strict observance of subordination in the relations of the management, high demanding. Analyzing, researching organizational operations, presenting them in graphical and textual forms, typing and standardization, and design, are of great importance for improving the effectiveness of management technology.

Thus, the basis of our chosen pedagogical technology is a project and project-based teaching methods that help to accomplish the main tasks of learning. The term "project" has several meanings, and almost all of them refer to pedagogy. Firstly, the project is a preliminary possible test of any document; secondly, the project is understood as a specific action, a set of activities combined by one program or an organizational form of purposeful activity; thirdly, the project is the activity of creating, manufacturing, designing any system, object or model [6].

Here are some attempts to define the concept of "project", which are found in the literature. For example, "it contains the problem, the means of its realization and the results obtained as a result of its realization. The main features are: beginning, existence and termination of the project in a certain environment; changing the structure of the project with its lifecycle, making certain connections between the elements as a system; ability to cancel input

resources. We will consider a meaningful and documented initiative aimed at achieving educational goals within a certain period of time, under the educational project.

The project in literary sources is combined with the concept of activity. N. Nechaiev considers project activity as a specific form of modeling, aimed not only at the cognition of the elements of reality, but also at the creation of new elements of reality. S. Honcharenko states that activity is a way of being human in the world, its ability to make a difference.

Taking into account the results of our research on the issue of the readiness of the leader for the implementation of inclusive education, it is advisable to consider project activity as specially organized training of the head, aimed at the cognition and creation of our own inclusive-educational products. Therefore, the use of project technology is the main task of the studying. Z. Riabova notes that project technology is a set of tasks, organization, methods and management tools for project implementation. Z. Riabova [6]. Technology is always focused on independent activity, which is performed for a certain period of time, and always allows solving a certain problem. The method of projects can be individual and group, it involves a certain set of appropriate techniques that allow you to solve certain problems as a result of independent actions with the obligatory presentation of the results they received [3].

The basis of the typology of the projects M.B. Pavlova, I.A. Sasoieva is assigned such as: the presence of a significant problem (task); practical, theoretical, cognitive significance of the results; independent (individual, paired, group) activity; structuring the content of the project; the use of research methods that involve a certain sequence of actions: identification of the problem and the corresponding tasks of the research; nomination hypotheses of their decision; discussion of research methods; discussion of ways of registration of final results; collecting, systemizing and analyzing the data that has been summarized; conclusions; raising new problems for further studying.

The characteristics of the project are the uniqueness of the intended purpose, temporary human and financial constraints; differentiation from other intentions, project-specific organization of its implementation. The method of projects is not fundamentally new to world pedagogy. It was originated at the beginning of the last century in the United States. It was also called the "method of problems" and was associated with the ideas of the humanistic direction in education, developed by American philosopher and educator J. Dewey, as well as scientist W. H. Kilpartick. The main requirements for the projects are: relevance of the problems raised, adequacy of the investigated topics; correctness of methods of research and processing of the obtained results; activity of each participant according to individual possibilities; the collective nature of decision-making; the nature of communication and mutual assistance; sufficient depth of disclosure,

application of knowledge from other fields; evidence of the decisions made, justification of the answers of each member of the group; aesthetics of execution of results of the executed project [2].

Project technology determines the far and near term of finding and attracting the necessary resources, outlining the action plan and, having implemented it, assessing whether the goals have been achieved.

It should be noted the main indicators of free ownership of the methods of project technology: knowledge of the principles and methods of project management (planning, organization, scheduling, control over the implementation of project stages, management of progress to achieve the goal, tracking results); experience in the field of management - the application of management skills to organize people's activities to achieve goals organization, taking into account specific conditions [5].

The uniqueness of the management activities related to the use of project technology is that the activity is organized as a project, requires updating the content of the work, the use of additional knowledge, skills and means to meet or exceed the needs and desires of project stakeholders. Effective management plays an important role in a successful project. Projects can be successful when professionals make the effort. Objective: transfer competencies in project management. The most important components of the project are a clear focus on the effectiveness of the measures, the need to achieve them within a certain period of time in conditions of limited resources.

There are certain types of projects. Research project requires a clear structure, defined goals, relevance of the subject of study for all its participants, social significance, appropriate methods, including experimental, processing of results. Everything is completely subordinate to logic and has a well-regulated structure that is identical to a real, well-founded studying. Creative project implies proper design of the final results. And, as a rule, it does not have a detailed structure of the joint activities of its participants: at the beginning of the project, its structure is only outlined and further developed, subject to a specific end result. An information project is always aimed at collecting specific information about a particular object or phenomenon; the participants are expected to familiarize themselves with this information, analyze it, summarize facts that are intended for a wide audience. The application project clearly distinguishes the result of the activity of its participants, determined from the beginning. And this result is surely focused on their social interests. Such a project requires a carefully substantiated and clear structure of all activities of its participants in defining the functions of each of them [3]. The project technology of managing the readiness of the Head of the institution of general secondary education for the implementation of inclusive education is a component of the system of professional readiness formation, the basis of which is the process of project implementation in the inclusive-educational space. Implementation of the

technology of readiness of the manager in the conditions of project activity is one of the examples of personality-oriented learning aimed at creative direction. The technology foresees the decision by the Head of the institution of general secondary education to use and implement various project methods to achieve this goal.

In the studying, when developing the technology of readiness of the leader for the implementation of inclusive education, we started from the position that it is important for the pedagogical theory and practice to find such a mechanism for changing, updating the educational systems that ensure the achievement of the defined goals in the chosen way within a certain period.

Technology has certain stages of implementation. To do this, one must take into account the requirements of the community and the need to formulate the preparedness of the leaders of the institution of general secondary education for the implementation of inclusive education. The result of training in this technology is the level of readiness available under project implementation conditions. During the survey, through interviews, conversations during scientific conferences, we found that about 20% of this county's leaders of the institution of general secondary education, can explain what a project-based teaching method is and know its characteristics; at the same time, only 5% of the leaders indicated that they were using the project methodology in implementing inclusive education. It has led to the need to develop technology to manage the readiness of the leaders of the institution of general secondary education to implement inclusive education through project activity. Management technology in conditions of project activity is implemented at three levels: at the preparatory and the organizational stage trainers, consultants, experts, specialists of methodological services, who interact with the leaders of the institution of general secondary education, are preparing on the implementation of inclusive education. After that, the trained specialists carry out projects with the leaders of the institution of general secondary education in the form of training courses on a specific program of project technology. Such socially-inclusive projects are understood as innovative learning activities aimed at achieving specific results of training of the leaders of the institution of general secondary education on the basis of plans. The first stage involves, firstly, the formation of a group of leaders; secondly, diagnostics of their readiness for implementation of inclusive education; a clear definition of the purpose and objectives of the project implementation. The second stage is the practical training of managers, where knowledge of the project method is systematized, basic skills of implementation of inclusive education are obtained, the trajectory of self-development is determined, the professional community "Inclusive Education: Without Borders" is created. Leaders are involved in an innovative educational project on the implementation of inclusive education: "Interaction", participate in trainings, workshops,

seminars, webinars. To provide educational and methodological support for project participants, the following web-based resources are being introduced: the "Without Borders" site.

At the stage of diagnostics and projecting, mini-projects in the institution of general secondary education are created, the activities of which the participants of the educational process are involved, and the main tasks are defined [7]: the leaders of the institution of general secondary education: participation in four modules-trainings of specialists of the specialized "Lado" centre for children with special educational needs ; in training with the format «World cafe» (trainer Bosilka Shedlich in Berlin); familiarization with the experience of teachers of Tallinn (Estonia); holding a competition for children with special educational needs "Wonderful child"; organizing the activities of "Boomerang Dobra" mobile groups to assist in the socialization of special children; Deputy Directors for Educational Work: holding a conference on inclusive education for the pedagogical and parental communities; organization of trainings for teachers of the institution of inclusive education; holding a round table with the participation of the school self-government asset and organizing a flashmobile "Without Borders"; implementation of a discussion for the parental community "A special child in the ordinary schools"; holding an action of good deeds "Let someone get warmer than our good words", "A disabled child near you, don't turn away"; practical psychologists: elaborate of developmental and correctional classes for children with special educational needs by nosology; teachers / educators of inclusive classes / groups: elaborating and conducting a cycle of educational activities "Lessons of Tolerance"; participation in the county competition for the best lesson elaboration, lessons in an inclusive class / group; teachers / teachers' assistants: with the assistance of the support team for the development of maps for the dynamic development of children with special educational needs; creation of didactic materials for work with children with special educational needs; passing a Mentoring Assistance in Training (GIZ); logopedic group of the county: conducting a survey of elementary school students in order to identify and prevent speech disorders; the results of the survey, providing guidance to parents and educators on working with students who have a disability in speech development; creation of an inclusive assistance sector within the framework of parental institution activity; participation in the county parental forum "Tolerance without Borders". At the third organizational and reflexive stage, the bank specifies the methods adopted in each case for use in the process of pedagogical design. At this stage, risks are analyzed, project technology adjusted, and performance and quality assessment measures developed and implemented.

Diagnosis of the results determines the criteria, levels and indicators of the readiness of the leader of the institution of general secondary education to implement the inclusive education in the project activity. For conducting diagnostics, input and output questionnaire of the leaders, presentation of

project works, analysis of participation in seminars and conferences of regional, international levels, interviews, expert evaluation of specialists were used. Diagnosis of learning outcomes occurs according to four groups of criteria: motivational-value, cognitive, creative-activity, evaluation-effective.

The results lead to a new level of development of the readiness of the leaders of the institution of general secondary education for the implementation of inclusive education. This is due to the fact that the technology of managing the readiness of the leaders of the institution of general secondary education for the implementation of inclusive education in the project environment is considered by us as a component of the professional development of the leaders of the institution of general secondary education, the basis of which is the process of designing and implementing projects in an inclusive educational space. Analysis of the features of this technology allowed us to identify its appropriate structure, which consists of interdependent and interconnected structural components: preparatory-organizational, within which the components, criteria and indicators of readiness of leaders of the institution of general secondary education for the implementation of inclusive education are defined, the factor-criterion submodel to the introduction of inclusive education; diagnostic and designing, the purpose of which is the diagnosis and the state of readiness of the leaders of the institution of general secondary education to implement the inclusive education; planning and designing the structure and content of the readiness of the leaders of the institution of general secondary education for implementation of the inclusive education; organizational-reflexive - determining the effectiveness of testing the technology of managing the readiness of the leaders of the institution of general secondary education to implement the inclusive education, which involves the organization of the process in the project environment; evaluation, analysis of project readiness level.

The methodological approaches to forming the readiness of the leaders of the institution of general secondary education for the development of inclusive education remain unchanged. The scientific novelty and theoretical significance of the studying is that, for the first time, on the basis of a systematic analysis of pedagogical theory and practice, the ways of the readiness of the leaders of the institution of general secondary education for the development of inclusive education have been outlined. The pedagogical meaning of the concept of "project technology" became of further importance; development and approbation of pedagogical conditions: formation of positive motivation of the readiness of the leaders of the institution of general secondary education to implement inclusive education through the development of his own project technology; development of scientific and methodological support on the issues of inclusive education. The project technology allows the leaders of the institution of general secondary education to implement inclusive education. Its application should be

systematic, consistent in nature, in accordance with the principles of scientific. It should also be emphasized that the use of project technology can be considered dominant in addressing the implementation of inclusive education. It is advisable to use it in an optimal combination with other technologies to produce a specific positive result.

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VOL. III

Collective monograph

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Dei, M., Rudenko, O. & Lunov, V. (Ed.). (2020). *Association agreement: driving integrational changes*. Vol. 3. Ottawa: Accent Graphics Communications & Publishing

Authors responsible for the content or accuracy of the information

Printed sheets 22,8
Run 300 copies. Order № 15/02-2020

Published and printed by the

**Accent Graphics Communications & Publishing
807-2625 Regina st., Ottawa, Ontario, K2B 5W8
Canada**

ISBN-978-1-77192-537-2