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The monograph is the result of a multifaceted study of public administration. In particular, the authors focused on modern models of public administration, information technology in public administration, legal aspects of public administration because they are most vulnerable to the challenges and threats of the new reality. The main provisions of the study focus on the formulation of new scientific hypotheses, methods and tools of public administration. The publication is intended for researchers, civil servants, university and university professors, practitioners and a wide range of readers who are interested in the problems of public administration.

CONTENTS

INTRODUCTION	4
CHAPTER 1. MODERN MODELS OF PUBLIC ADMINISTRATION	5
Modern approaches to the essence and forms of public administration	6
Experience of foreign countries of development of personnel potential of public administration in the system of state-management activities	17
Public government of education for human capital development: case of Europe and Ukraine	34
Organizational aspects of sustainable development in urban public transport enterprises	49
CHAPTER 2. INFORMATION TECHNOLOGY IN PUBLIC ADMINISTRATION	62
Mechanism of information support of public administration of economic security of Ukraine	63
Introduction of new approaches to information security in public governance	77
Information and analytical support of public administration in the field of insurance	91
The problems and possibilities of information technologies introduction in public administration	105
Methodical approach to assessing the state of comprehensive economic security of higher education institutions	122
CHAPTER 3. LEGAL ASPECTS OF PUBLIC ADMINISTRATION	132
State legal policy of scientific prediction	133
Prevention of mental violence in the system of providing information security of citizens in Ukraine	145

INTRODUCTION

In the conditions of transformation of social and political processes the public administration differentiates and integrates problems which form its structural maintenance - activity of the power and its relations with a civil society; political institutions, processes and systems; technologies of political activity and motivation of political behavior of leaders; political aspects of international relations; national security and the establishment of supranational power structures in the nation-state. This is especially acute in the world of the COVID-19 pandemic.

One of the ways to solve this problem, proposed by the authors of the monograph, is the digitalization of public administration by ensuring its transparency, legal responsibility for decisions and, at the same time, security.

The authors studied modern models of public administration in different countries and in Ukraine, as well as the features of the mechanisms of public administration in certain areas of the economy: education, transport and more.

The study of information technology in public administration has contributed to the development of mechanisms for information support of public administration in general and in individual sectors of the economy.

Equally important are the legal aspects of public administration that support the legitimacy of the relationship between government and society.

We hope that our monograph will help to comprehensively consider public administration in the digital economy, highlighting its various aspects.

The materials of the monograph can be useful for civil servants, economists, managers, financiers, practitioners, scientists, doctoral students, graduate students, students and anyone else who is interested in public administration.

Sincerely, Editor-in-Chief, professor Iryna Mihus

CHAPTER 1
MODERN MODELS OF PUBLIC
ADMINISTRATION

MODERN APPROACHES TO THE ESSENCE AND FORMS OF PUBLIC ADMINISTRATION

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Reforming public life in Ukraine, increasing its competitiveness among other states certainly requires effective public administration. It is under these conditions that there is a need for a thorough scientific justification of the essence of public administration. At the same time, modern literature and practical experience of Ukraine and a home testify to the absence of a universally recognized concept of "public administration". It is interpreted through the content, essence, types of which it acquires and in which it functions. Sometimes scientists dedicate some types of state activities from others.

In particular, according to the concept of public administration by representatives of general sociological scientific directions of management is considered from its real content as a specific type of social activity aimed at systematic implementation of certain influence of people on the public system as a whole or on its individual levels, on the basis of knowledge and use of inherent system of objective patterns and trends, in order to ensure its functioning and achievement of the set goals [1].

In contrast to this concept in administrative and legal science, the concept of public administration is considered as an independent type of state activity, which has an organizing, executive-regulatory, bylaw nature, a special group of state bodies (officials) on the practical implementation of functions and tasks of the state in the process of everyday and direct leadership of economic, socio-cultural and administrative and political construction [1]. Another interpretation of these views of scientists on public administration is the consideration of this concept from a position of narrow and broad understanding.

Proponents of a narrow interpretation, among which the main place is occupied by I.O. Kresin and A.S. Anisimov, erect public administration to the organizational, executive and regulatory activities of the state bodies, which is carried out on the basis and for the purpose of implementation of laws and consists in the everyday practical performance of certain functions. Thus, according to this approach, the content of the subject of public administration is reduced to the framework of executive power. However, it is difficult to agree with this, since the state acts as the unity of all three branches of government, as a form of political organization of

society as a whole, and withdrawal from the sphere of public administration on the basis of executive functions of civil servants, in fact, puts public administration on one stage with public service [2].

A striking example of a narrow understanding of public administration is also outlined in the book "Public Administration and Administrative Law in Modern Ukraine: Actual Problems of Reform". From the point of view of the authors, one of whom is V.B. Aveyanov, public administration is separated as a relatively independent activity of the state among others, such as legislative work of the councils of people's deputies of all levels, justice and prosecutorial supervision, etc. [3].

In the context of a narrow understanding of public administration, which in subjective terms approaches its broad understanding, is the implementation of public management of economic processes through two channels, namely: governmental and non-governmental structures [4]. This approach is outlined in the work "Reforming public administration in Ukraine: problems and prospects", author V.V. Tsvetkov. At the same time, as noted by the author, this design of public administration is flexible and has significant adaptation capabilities.

In view of this, the state administration in such a scientific view extends its subjectivity beyond the state apparatus with the possibility of forming mixed management structures - public-private or public-public. Under these conditions, public administration is considered primarily as administrative management, which is carried out by state and non-state bodies, and human rights and citizens remain out of consideration.

Thus, the main feature of the model of a narrow approach is the identifying of the sphere of public administration and the sphere of implementation of the executive power, the subjects of which are the bodies of this government of all levels. Therefore, this approach can be seen only as a form of instrumental definition of public administration.

At the same time, it should be noted that a narrow understanding of public administration is used not only in theory, but also in managerial practice. These postulates were introduced in the Concept of Administrative Reform in Ukraine, where public administration is defined as "the type of activity of the state, which consists in its management, that is, the organizing influence on those spheres and sectors of public life that require some interference of the state through the use of executive powers" [5].

At the same time, it is further noted that public administration is carried out outside the functioning of the executive branch, and due to this, the concept of "public administration" is wider than the concept of "executive power". As an example, the Concept defines cases of management at the level of state-owned

enterprises, institutions and organizations. At the same time, such interpretation generates a number of issues that require further specification of this definition.

In particular, the use of the phrase "type of activity of the state" indicates the existence of other types of state activities that differ from management. As a result, the question arises whether public administration is different from other types of state activities. First of all, this issue is to define the boundaries of the public administration sector and the public life sector, where public administration is not considered. Another issue related to the first concerns the subjective aspect of public administration. After all, such a definition on the one hand states a wider scope of the concept of "public administration" compared to the concept of "executive power", on the other hand – the concept of "public administration system" clearly implies that the subjects of public administration are executive bodies and others are not mentioned [6].

Thus, according to the narrow understanding of public administration, the problems outlined cannot be solved. With this in mind, knowledge of the essence of public administration is possible due to the broad interpretation of this area of activity. Summarizing the concept of public administration through a "broad model", scientists interpret it as a purposeful, organizing and regulatory influence of the state (through the system of its bodies and officials) on the development of social processes, relations and activities of a person and a citizen.

This position is supported by L.P. Zerkin and V.G. Ignatov, who view public administration as a kind of social management, the species distinction of which is determined by a number of properties [7]. In particular, the state is a specific subject of managerial influence, and the basis of such influence is the powers. In this view, public administration is a way of exercising state power. In addition, the content of public administration is caused by the resolution of general affairs of citizens, coordination of their actions and protection of general interests. And the methods of implementation of this administration are the possibility of using organized coercion using specialized bodies.

Right in terms of narrow and broad understanding of public administration is the remarks of O.M. Bandurka [8], where public administration is understood as a certain kind of social activity in a broad and narrow sense. In a narrow sense - is the administrative, executive and regulatory activities of the state. From these positions, public administration is studied, in particular, administrative law. Its object is a legal form of public administration. In a broad sense - it is organized, orderly activities of the state, state regulation of various social (sometimes personal) relations through the activities of all branches of state power - legislative, executive, judicial, their bodies, civil servants.

The purpose of public administration is the settlement and ordering of life and relations of the person, team, state and society, establishing their rational relationships through the use of state power [8]. Generalizing diversity of views on public administration should be considered as intraorganization activities of state bodies aimed at regulating social relations in certain spheres of public policy in order to satisfy all kinds of social relations.

Public administration is one of the main types of governance in society - social governance, which is primarily due to the peculiarity of the legal status of its main subject - the state, which extends its power to the whole society and even beyond. Taking into account the fact that tens of millions of people are involved in public administration, a huge number of government agencies and officials, it requires a variety of resources: material, financial, intellectual, information, etc. [9].

At the same time, the rights and freedoms of citizens are ensured and implemented in practice only if they are reliable protection [10]. The state, implementing the lawmaking function, establishes general rules (requirements, norms) of people's behavior in all spheres of public life, as well as ensures their compliance with the possibility of using state coercion. However, coercion is not the main, but an auxiliary factor in the ordering of social relations. The main priority of any democratic state should be to ensure the realization of rights, freedoms and legitimate interests of its population, serving it. In this regard, the system of public administration should be close to the needs and requests of ordinary people, controlled by the population, transparent and effective [11].

Therefore, it is necessary to pay attention to the expressed opinion of Y. P. Bytyak that the use of only strict options for managing social processes contradicts the given model of development of society, and the system itself no longer "allows" the state to interfere in all issues of governance and practical activity, as it was before Ukraine declared independence [1].

The essence of public administration is also determined by the fact that it is carried out, firstly, within the activities of executive authorities, namely during:

- realization of their powers on managed objects of external social (economic, social, etc.) environment;
- fulfillment by local state administrations of the powers of local self-government bodies delegated by the relevant local councils, despite the fact that these powers do not originally belong to the executive authorities;
- management of higher executive authorities activities of lower bodies;
- management of the work of civil servants within the apparatus of each executive body [12].

Secondly, public administration is carried out outside the activities of executive authorities, namely:

- inside the apparatuses of any other (except executive authorities) of public authorities – on the part of their managers regarding other officials (for example, in the parliamentary offices, courts, public prosecutor's offices, etc.);
- within state-owned enterprises, institutions and organizations – on the part of their administrations regarding the rest of the personnel;
- on the part of certain state-authorized entities in the process of managing state corporate rights;
- on the part of various advisory and advisory bodies formed by state bodies (for example, the President of Ukraine) in terms of the exercise of organizational and regulatory powers granted to them by other bodies, officials [12].

The signs of public administration, in the opinion of V.V. Tsvetkov, is that it is: a socio-political phenomenon; the process of realization of state power, its external, materialized definition and does not exist outside it (it most completely characterizes the content of the government);

executive and regulatory activities that substantiate the executive appointment; bylaws, although endowed with power and regulatory competence, as it is carried out in accordance with the laws and for their implementation [13].

According to M.P. Tkach, public administration is characterized by the following features:

- conducted in those sectors requiring active state intervention;
- the object of public administration is legislatively regulated social relations, and the goal is to achieve a legislatively defined level of ordering of social relations;
- the final stage of public administration is control over the legality of the activities of the subjects of social relations and its expediency;
- the exact list of functions of public administration is determined by the sphere of social relations, which are regulated by the relevant law;
- carried out in the sphere of executive power; state administration for the implementation of laws is accompanied by intraorganization activities of state bodies [14].

Along with this, disclosure of the essence of public administration is not possible without expressing the functions to which it is directed. At the same time, it does not have a single scientific view on the classification of functions of public administration. Generalizing the main approaches to determining functions, we consider it appropriate to lay out their classification in this form (Fig. 1).

Taking into account the specifics of the parameters of the functions of public administration, the main characteristics are [15, 16, 17, 18, 19, 20]:

- permanent – necessary for the state at all stages of its existence;
- specific – determined by objective circumstances in certain countries (traditions, the presence of many nationalities, religions, remote or special territories, etc.);

special – reflect the special content of individual influences, due to the diversity of many interacting components in the management (are implemented, as a rule, in certain spheres, industries or areas of public administration and are determined by the requests of management objects: economic, spiritual, etc.);

general – reflect the essence of public administration, its objectively necessary relationships and take place in almost any managerial interaction of public authorities with the objects of management.

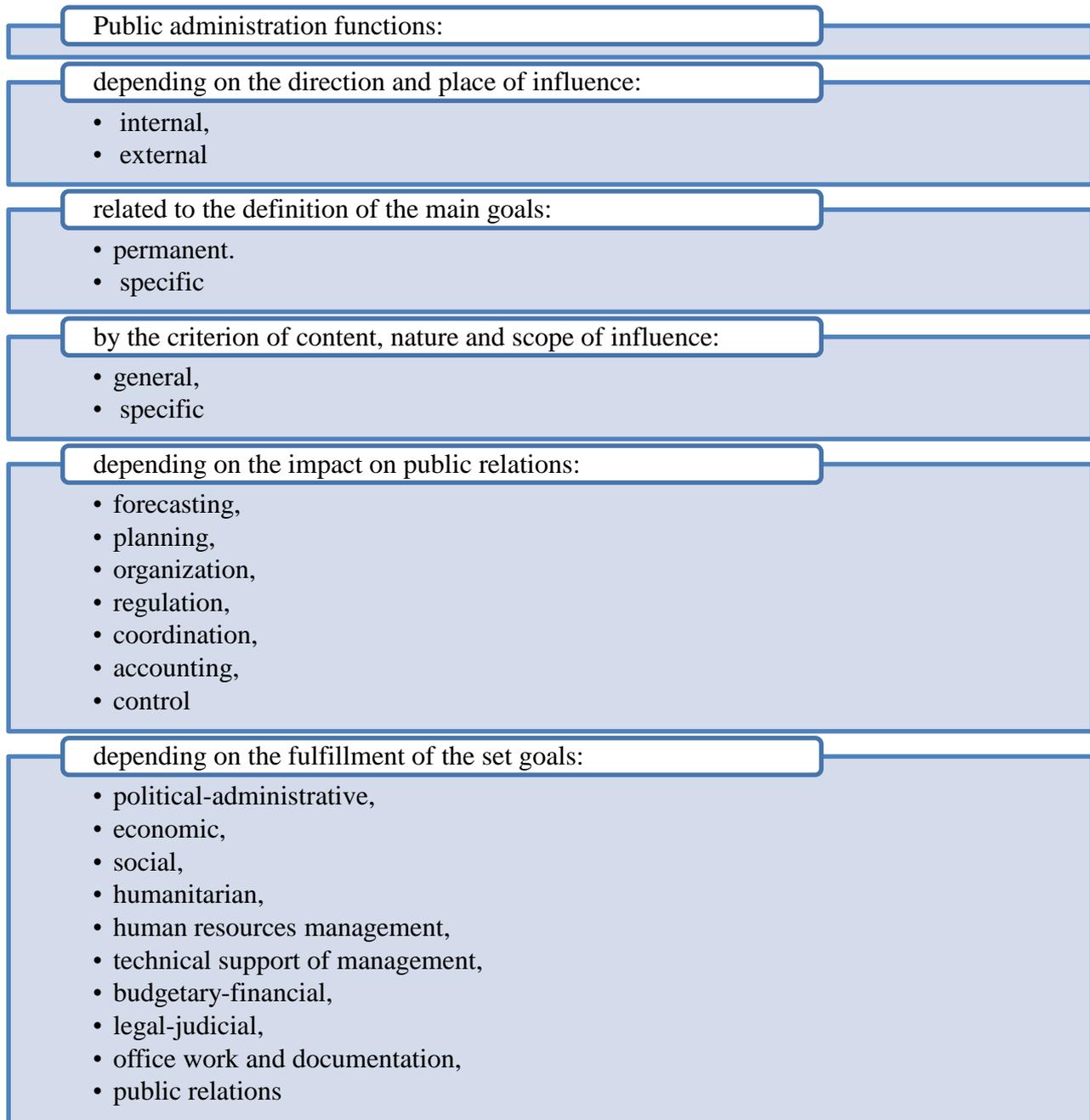


Fig. 1. Classification of functions of public administration

Source: compiled by the author on the basis of [15, 16, 17, 18, 19, 20]

According to the position of D.I. Dzvinchuk, in character and sequence of actions, it is advisable to include the general functions of management: analysis, forecasting, planning, organization, regulation, work with personnel, accounting and control [16].

Along with this, supportive opinions of T.M. Kravtsova and G.V. Kalinichenko [17], due to the impact on social relations of forecasting, planning, organization, regulation, coordination, accounting (statistics) and control, it is advisable to distinguish both individual functions of public administration, determining that:

Forecasting – provides for the use of both experience accumulated in the past and current assumptions for the prediction of management processes and phenomena in the future, as well as solving problems that may face the subject of public administration;

Planning depends on defining the main goals and objectives set for public administration, and drawing up an action plan, developing programs to meet the tasks and objectives. It can be strategic (in determining long-term, strategic goals and means of their implementation) and current (defining everyday tasks and developing an action plan for their implementation). A striking example of the application of this function in public administration is the budget process;

The organization is connected with the creation of an effective organizational system in the form of management bodies, the main purpose of which is to perform the functions and tasks assigned to them; Regulation – achieving stability and improving the system of public administration. This function is important for providing processes for managing certain areas and achieving the tasks set [18];

Coordination – ensuring consistency of actions in the work of subjects of management of all levels, establishment of new ones, preservation and improvement of existing ties between them; Accounting (statistics) – consists in the collection, storage, processing, registration, systematization of data, which in turn come to public administration bodies and is necessary for the effectiveness of the activities of public administration bodies; Control - detection of shortcomings and their timely correction, by correcting the actions of public administration bodies through scheduled and unscheduled inspections, audits, surveys, etc.;

Internal – management in the middle of the state management system;

External – characterize directly the process of influence of public authorities on management objects;

Political and administrative – solving socially significant problems for the provision of services to the population: ensuring state sovereignty and defense capabilities, implementation of domestic and foreign policy, ensuring the rights and freedoms of man and citizen, regulation of demographic and migration processes, etc.;

Economic – ensuring the functioning of the economic mechanism in accordance with the goals and priorities of the state economic policy: guarantee of economic security and independence, implementation of financial, pricing, investment and tax policy, etc.;

Social – solving problems to ensure vital needs: development and implementation of state programs for the development of social sphere, formation and implementation of measures to ensure health and hygiene of the population, regulation of labor relations between hired workers and employers, etc.;

Humanitarian – ensure achievement of the goals of public administration in the humanitarian sphere: development and implementation of state programs of general, technical, humanitarian education, ensuring the development of science, art, culture and sports, etc.;

Human Resources Management – development of the human resources system for the implementation of functions of public administration: the use of modern methods of personnel management, the formation of an effective recruitment system, measures to update the managerial elite, the introduction of mechanisms for personnel development, etc.;

Technical support of management – technical support in the performance of functions of public administration: formation of modern technical base of management influence, timely updating of technical means, development of new technologies, etc.;

Budget and financial – ensuring regulation of the budget process in the country;

Legal and judicial – ensuring compliance with decisions, regulatory documents of executive authorities to the current law of giving, legal norms;

Record keeping and documentation – ensuring documentation of management activities, organizational and methodological support of work with documents in structural subdivisions of subjects of public administration, etc.;

Public relations – ensuring transparency in the activities of the authority and protecting the interests of the state and the citizen in the world information space.

Consequently, the functions of public administration are the activities of state bodies to ensure the fulfillment of the tasks of public administration. At the same time, it should be noted that the highlighting of a certain function among other things will not ensure the effectiveness of the system of public administration and will not allow the subject of this administration (public authority) to provide vital needs of the facility of management (society).

In view of this, the main tasks of public administration, in our opinion, should be focused on:

- optimization of the system of public administration in order to create an effective organization of public administration at both central and regional levels;
- proper personnel policy to ensure the effectiveness of public administration in various spheres of public life;
- ensuring the development of science for the introduction of innovations and effective development of the information system of public administration;
- sufficient level of financial support in the sphere of public administration; updating the legal framework on public administration;
- effective mechanism for combating corruption.

At the same time, the implementation of the tasks through the system of state bodies is carried out through the use of various forms of public administration. In each case, public authorities choose the form of management activity in relation to their competence and the peculiarities of the management object. In our opinion, it is advisable to summarize such forms of public administration (Table 1).

Table 1. Forms of Public Administration

Forms of public administration	Components of public administration
Publication of regulatory acts of management	fixing management decisions for the abnormality of management activities: the procedure for conducting personal affairs of civil servants, typical regulations of local state administrations, statutes, etc.
Conclusion of administrative contracts	registration of relations between other state and other entities in pursuance of certain actions and measures
Carrying out legally significant actions	decisions based on laws or other bylaws and are aimed at certain legal consequences: state registration; publication of official documents; licensing, etc.
Organizational activities	holding meetings; development of methodological recommendations and instructions; holding press conferences, etc.
Material and technical operations	ensuring proper document management system, analysis of information, preparation of analytical and statistical data, organization of technical support, etc.

Source: compiled by the author on the basis of [16]

The first three forms of public administration belong to the legal ones, because they have certain legal consequences, the latter two are not legal, because they do not cause such consequences.

The use of the delineated forms of public administration should be carried out using methods of public administration, which are defined as methods and techniques of analysis and evaluation of managerial situations, the use of legal and organizational forms, influence on the consciousness and behavior of people in managed social processes, relations and connections [16].

Methods of management activity, as noted by D.I. Dzvinchuk [16], are usually classified into two main groups:

- methods of functioning of state authorities and local self-government bodies;
- methods of ensuring the implementation of the goals and functions of public administration [21].

Methods of functioning of state authorities and local self-government bodies cover methods, techniques, actions (including officials involved in the processes of public administration), which are connected with the preparation and implementation of management decisions, as well as the implementation of legal and organizational state-management activities. They ensure consistency, predeterminedness, validity and efficiency of all management functions, organizational structures, forms, methods and stages of management activity [22].

The methods of management activity include organizational, administrative, economic, socio-psychological and other methods [23].

Methods for ensuring the implementation of the goals and functions of public administration are techniques, methods, operations of stimulation, activation and direction of human activity by state authorities or local self-government bodies and their officials [22].

Thus, summing up the above, in our opinion, public administration is a multifaceted concept, the nature of which depends on the specific circumstances, and which is implemented at the level of "object - subject" of management, and the result depends on the correctness of the tasks and the distribution of available resources (human, material and information).

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EXPERIENCE OF FOREIGN COUNTRIES OF DEVELOPMENT OF PERSONNEL POTENTIAL OF PUBLIC ADMINISTRATION IN THE SYSTEM OF STATE-MANAGEMENT ACTIVITIES

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Ukraine's independence, radical change of priorities in relations between a person and the state, when a person, his life and health, honor and dignity, immunity and security are recognized in Ukraine as the highest social value (Article 3 of the Constitution of Ukraine) [1], have led to the need to systematize all spheres of public administration on the basis of democratic principles of functioning of the state and law. Such a significant change in values in society could not but reflect on the need to develop means of satisfaction and ensuring the needs and interests of society, the state and the person. And, above all, it influenced the need to form and develop public administration in a new way, as a complex systemic formation, which, at this time, acts as the most widespread and effective means of implementing legal norms to meet and meet the needs and interests of society [2].

Today marks the relevance of determining the personnel influence in ensuring public administration in Ukraine and foreign countries on systemogenesis, in general, public administration and, in particular, public management activities. The analysis of the international experience of personnel support of public administration will allow to determine the directions of systemogenesis in the process of development of national public administration, will have a positive impact on the formation of an effective system of personnel support, will help to overcome the existing negative trends in our country, taking into account the mental characteristics of domestic society. The study of the problems of personnel support of public administration bodies in Ukraine, today, is the subject of interest and research requests of both managers and scientists.

After all, the expediency of building a proper systematic personnel policy, a significant change in the better direction and placement of personnel is analyzed in the works of leading Ukrainian scientists: V. Averyanov, S. Dubenko, V. Knyazeva, T. Kaganovska, V. Lugovoi, N. Nyzhnyk, V. Oluyka, N. Protasova, L. Prokopenko, S. Seryogin, etc.

Personnel support of public administration is a key factor in the systematic approach in public management activities. The presence of direct dependence of the results and productivity of state-management activities from its personnel and personnel potential [3], which, in turn, has an impact on the life of the state and the welfare of all its citizens, the international authority of the country. Conducting

research on the issue of personnel support of public administration, it should be noted that regardless of the different approaches in determining the issues of personnel support of public administration, stability and efficiency of the state apparatus is achieved only through the preservation and improvement of professional personnel who have extensive experience in public administration [4].

For a long period in our country was undervalued, and sometimes just negative attitude to the practices of developed countries in the field of public system and public administration. Such experience was not taken into account from ideological beliefs, at best, it was settled only as cognitive information. The problem of adaptation of the staffing of public administration to the conditions of today is a cornerstone in modern conditions. It is necessary to bring the system of personnel management in good condition and in accordance with the realities of today and, on the example of international standards, which causes the need for political figures to form and approve the program of reforming the civil service, in order to radically modernize it [2].

The basis of the systemogenesis of public-management activities in most countries are the following principles: democratization of public administration and public service; orientation to the average citizen who, being a client of public services, acts as a consumer of public services; orientation to the final result; profitability of management; ease of management. Governments of different countries introduce new ideas of public management, which provide for widespread use in public management activities of methods of work used in the private sector. Among such methods are the following: methods of strategic planning, collective nature of work in the decision-making process, assessment of the quality of performance of official duties, reducing the number of levels of management, establishing the conformity of employees' earnings from the number, quality, complexity of work.

It is advisable to note that regardless of the difference in approaches to personnel support of the civil service, resilience, stability and efficiency of the state apparatus can be achieved by preserving and improving professional staff who have significant experience in government and management, their composition is largely unchanged during the parliamentary elections and other changes in political situations. This order is possible to provide a high level of professionalism of the civil service [5].

It is also advisable to point out that government departments in the course of their powers are attracted by the support of local institutions of each state in particular, and unitary policy of the government prevails in departments of all levels. They create separate personnel units that conduct the selection, evaluation and admission of civil servants to positions.

By comparison, in the UK civil servants in government make up approximately 6% of the total employed population, and in France – 15% [6]. At the same time, in the U.S., in addition to employees in state power and management, public service employees are enrolled in the sphere of communal services and postal services. In France, civil servants are also persons employed at work on a permanent basis by the state, local authorities, as well as a number of government agencies. The category of civil servants includes those persons who have employed on a contractual basis in public institutions that embody the functions of civil servants, however, their labor functions are regulated by the norms of private law (social security bodies can serve as an example).

Also, this category includes employees who are on contract support in joint stock companies belonging to the public sector of management. Such delimitations are explained by a different interpretation of the concept of "civil service", which is formed in accordance with the concept of civil service, which is formed specifically in each country.

The concept of "civil service", which are used in a number of countries, can be called the concept of "public service", "civil service". However, in the US, the term "civil service" is endowed with a much smaller range of functional duties, but rather than the concept of "public service." It covers only employees of public institutions. This category does not include positions on an elected basis, which are involved in the field of jurisprudential. Also, officials of police agencies do not belong to this concept of positions stipulated by the Army and Navy staff. The world is rapidly gaining momentum towards reducing the composition of managers and reform by attributing many positions of public servants to the private sector.

At the same time, a significant decrease in the number of personnel is carried out, which creates a reduction in the system of management structure, improvement of the procedure for development and adoption of management decisions. Such vectors are aimed at a much more rational use of taxpayers' funds. This money should be used for the necessary programs for citizens in order to achieve the goals and fulfill the goal. The quality of state management activities under these conditions is assessed according to the final result, which will lead to improvement of the level of organization.

Most clearly, the principles of rational organization of personnel support of public administration are enshrined in U.S. law. Among such principles are the following: selection and promotion of personnel should be carried out from all walks of life, exclusively on the basis of the abilities, knowledge and skills of candidates, as a result of fair and open competition, which gives all equal opportunities; equal treatment of all applicants and fair treatment in the process of personnel management,

regardless of political views, race, color, religion, national origin, sex, marital status, age or disability, with respect for privacy of personal life and constitutional rights;

equal pay for work combined with encouraging and recognizing excellent performance of work, as well as, taking into account the national and local level of remuneration of private sector workers, to provide incentives for good work in the civil service; preservation of successful employees, correction of substandard work, dismissal of those who cannot or do not want to improve their work;

officials should be protected from prosecution for lawful disclosure of information about violations of laws, rules and instructions, as well as substandard management, significant waste of public funds, abuse of power or threats to public good and security [7], [5].

As for the U.S. Civil Service, it consists of a competitive and exceptional one. According to the name "competitive" - this means that the persons who are appointed to such service must pass proper competitive selection, which takes place on the basis of exams. In the total population, more than 90% of civil servants must make a competitive selection. After all, in the U.S., exams are considered the only democratic way that can ensure compliance with the principle of equality of access to employment in public service, as well as, is the most effective method of personnel recruitment, because they allow to single out the more suitable and most complex public servants.

Although, this system contains a number of positive elements, however, critical points regarding the competition procedures themselves are also followed, because a significant amount of financial resources are lost during its implementation, and significant advantages of those persons who were able to get a better level of knowledge and more prepared ones are also significantly followed. Therefore, we consider it appropriate that for our society it will be significantly costly to unprofessionalism of civil servants, therefore, it is worth improving the procedures on a competitive basis of selection for all, without exception, civil service positions in Ukraine with proper improvement and adaptation to the conditions of today.

Researcher T. Tarasova rightly indicates in his scientific work about the exclusive civil service in the U.S., which is regulated by special regulations and is not subject to the general law on civil service. Such "exceptional" officials are considered persons from the personnel of the National Security Agencies, the CIA, the FBI, the State Departments and the U.S. representation in international organizations. Due to their specifics and peculiarities of work and in order to create the safety of state interests, in these structures personnel recruitment is carried out on other grounds, respectively, such employees are guaranteed a higher salary [8].

Such candidacies, which have characteristics in accordance with the requirements established by law, have the right to qualify for the relevant position

within the American public services. As practice shows, during such selection up to five persons with the highest qualification qualities are selected, whose candidacy is then submitted for consideration by a special official who makes decisions impartially and does not assume favoritism and discrimination [9].

For a significant number of U.S. officials, the promotion of official stages is carried out in accordance with the principle of merit systems, that is, the selection of the most competitive candidates for official promotion in office is carried out on a competitive basis during exams, as well as, on the basis of an annual evaluation of their official achievements. Today, each agency has a separate gradation of such official successes and special evaluation criteria.

Employees themselves are also able to be involved in the development of evaluation criteria. The study of working achievements serves as the basis for deciding to raise, downgrade, send for training in order to improve qualifications, reward, leave in office or replace a civil servant with another person, that is, dismissal.

Heads of institutions should inform employees about the presence of critical comments on their activities and the annual assessment of their work. Before starting any activity related to demotion on the basis of poor characteristics of labor of civil servants, they should be warned in advance in writing. In case of receiving a proposal relating to downgrade to official positions, employees during the annual period of time have the opportunity to demonstrate positive work, it will serve as a basis for withdrawing such a proposal. A forward-looking plan for promotion is being developed across all U.S. public services agencies. If there is insufficient number of candidates from the unit for a certain position, an open competitive selection will be announced and held.

Qualification standards for personnel promotion are developed independently by each agency. Such standards define a minimum level of requirements for successful performance of relevant official functions. We agree that such experience of decentralized definition of standard requirements in each individual agency is extremely positive, so we consider it appropriate to implement it into the domestic state apparatus, given its significant branching and extremely large number of functional duties performed by officials.

At the same time, U.S. regulations prescribe a requirement to apply disciplinary measures to such managers who: discriminate against any of the candidates for the position; require such applicants unforeseen by law materials that are not related to the evaluation of the work he has done or their abilities, inclinations, general qualifications; apply the official powers granted to them in order to force them to commit political actions; deliberately deceive the person and make obstacles to exercise the right to take part in competitive exams for public service;

to influence the civil servant in order to obtain his refusal to participate in the contest, or to deteriorate or improve the chances of any of the candidates; give such an advantage to candidacies that are not provided for by the current legislation; appoint, promote the service of persons with a family affinity; commit or attempt to commit personnel actions in the form of punishments for such officials who have exercised their legal rights to file appeal proceedings, refused to carry out certain political activities or legally exposed violations of the laws, rules and instructions, impracticating financial expenses of funds, abuse of powers or significant threat to the health of persons or public danger;

carry out or attempt to take actions against personnel who are not prescribed in the legislation or are found to be misconduct by law, violation of the rules and instructions that regulate the principles of the systems of encouragement [10]. Promotion on official ranks takes place in different ways and depends on the ranks of the position held or the position being replaced. As for administrative and political leaders, they are appointed by the relevant ministries for civil service.

In such ministries, special selection committees have been created to decide on the appointment of civil service management staff. The Committee has a special confidential computerized list of all states of higher administrative bodies and contains data on education, work experience, professional skills and competence of such employees.

For another category of officials, annual reporting is practiced, which is conducted at the levels of a separate ministry. All reports are submitted to those officials who are one or two steps above those employees for whom reports are generated. Reporting is conducted to the Council on the promotion of employees in accordance with ministries. Members who are part of such a Council are appointed by ministers who are already the last links in deciding on the appointment of officials whose candidacy was nominated [11].

In the U.S., there is largely an encouragement to the mobility of staff of government officials. Thus, they have the opportunity to acquire new knowledge and develop a number of skills, establish new acquaintances with employees of other structural units, expand their outlook and get to open other prospects for their career growth and personal development. U.S. agencies own a system of regular labor evaluation. At the same time, the purpose and indicators according to which such assessment is carried out are determined, together with self-assessment, the conclusions of the manager. In order to grow career, all officials are obliged to systematically attest.

In 1979, the Service of Senior Executives was founded in the United States, which aimed at providing a talent pool for both career and politically appointed persons, increasing the business qualities of administrative staff, reducing problems

admixing in relations among career officials and those who were politically appointed, also performed a number of coordinating tasks in the field of human resources management.

Special qualification requirements were established for admission to the Service of Senior Executives. The announcement of vacant positions was kept open for 14 days. In the case when the person first claimed this position, his qualification and managerial skills were evaluated by a specially created commission consisting of three members of this service, who had to be representatives of different agencies.

In addition to competitive tests, there are also alternative ways of appointing to positions in the Senior Executive Service, namely, when a person participated in the training programs developed in the Human Resources Service. However, not everyone can get training, because the selection of participants is also carried out on the basis of the competition. For newly appointed members of the Senior Executive Service, a probationary period of one year is set [12].

In order to obtain a staff officer much more flexible functional duties, in addition to permanent appointment, it is assumed that there is a possibility of temporary and emergency appointment. Appointments for a temporary period take place only lasting up to three years and, if the agency has an urgent need for prompt adoption of an employee for the purpose of performing special projects or specific important functional duties, and the usual procedure is not possible to carry out due to its longevity. Emergency appointment is carried out lasting no more than 18 months and in case of urgent need.

In the U.S., to date, there are fourteen government departments, where the civil service attracts more than 85-90% of the total number of all employees of the federal public service [13]. For local departments, the general structure is normatively prescribed, however, their structure can vary significantly by quantitative composition and have a completely different range of functional powers. All departments are headed by the secretary appointed by the president subject to prior approval by the Senate. Deputy secretaries and their assistants, respectively, are politically appointed. With this sign of the U.S. civil service, it can be distinguished from the British one, in the latter, officials holding the position of the relevant position of deputy secretary, working as employees on a permanent basis.

Prior to the department's order, the departments include bureaus, zovich, and professional officials, not individuals, who are assigned to the church. Up to the butt, Statistical bureau prats are a warehouse for the department of the well-made kervnik of the great burden of discretionary possession, wanting, colo yo foot-and-water ovs'ekz'yak in the rule of law that's legality on the housing of the adaign.

It's just like that, so the departments in the course of the Viconan of their own will be filled with the pertrim-chy-set staff of the zokrem, that unytarnary polishor

the order of the lord's at the households of the sachit of the ants of the ants. They have a place to do their cadres, yak, and the people of the country.

As for the interpretation of the concept of "civil service" in France, it is advisable to consider in a broad sense "the performance of professional duties by agents in the service of the state, the territorial team, the public institution and in general in any administration". In a narrow sense, the concept of "functionary" unites categories of such employees as military, judges and applies only to those who are employed in permanent service in public administration and are part of its formed staff. Accordingly, temporary employees do not belong to the category of "functionalists" [7].

The French state service is so well over the special characteristics, yak vioremlu itself managed the knowledge in the service of the police body in the galuz of the power service. Tse's pre-volyauvati will be active in the new professional assets in the ranks of the community. For the adoration of the tsei, the meth is to be made a measure of the power-up, the full-back organ, up to the butt, such organs can be called general's joy, Teritorizalna radiate, Parity of administrative command, i'm borrowing to the uzgogen people of the law-making acts in the spheres of power-management service, that for the farewell of the "insurance service" in the power services, negotiated alternatives to the led-off design service. On the first of the Usa, the pre-qualms of the conceptual p.d.- at the special services of the power aparat, The Franzya is afraid to over-pass the end-of-ends of the non-regular first-time service preparations to the Viconann of them ad-tracative those technical districts.

The power of the service of The French is key to the official's personnel in the respect of the high-ranking culture, appendages of the Vicinouvati of the real-world that competently virtual food. In France's powerful services, I'm going to have to do this: the function of the service, I confess to planting the non-construction-free one, and I'm going to put on a lot of work. I don't want to admit to my position on the contractual basis. The middle of them is a medium, seasonal robes, servicemen on the minds of the mid-time " pay prats" and etc. [14].

Attracts our attention from a scientific point of view the peculiarity of the procedure for holding competitions for the replacement of vacant positions of civil servants. It establishes ways of distributing public positions, which are extremely limited on the basis of competitive examinations. This procedure allows experts who are part of an independent collegiate body (jury) to classify the contestants appropriately in accordance with their merits for further submission to the position [15].

In France, three types of contests are practiced:

1) "external", appointed only to candidates who enter public service for the first time;

2) "internal" – for employees who have the appropriate work experience for the purpose of personnel promotion;

3) "open" – can pass all those who have certain standards of requirements prescribed in the legislation.

The competition is announced by the resolution of the relevant minister or other person authorized to conduct such actions. This resolution specifies the type of competitive selection. On this basis, the competition committee is selected from among the most competent professionals who have an impartial attitude to the contestants, are completely independent from the views and visions of the administration. Usually, the competitive selection consists in submitting a written report and passing an oral exam. Throughout the time all the time allotted to perform written competitive tasks, the principle of anonymity must be strictly observed. The written exam usually takes place in extremely different forms: the contestant needs to edit the text task, prepare and write a defined dossier. During the oral examination, the general culture of candidates, possession of their special knowledge, as well as conducting a check on the subject of logical statement of their opinion are evaluated. Sometimes candidates can also perform test tasks [16].

According to the results of the examinations, the jury compiles a list of those candidates who are fit and rank them depending on the scores received. The jury is empowered and right not to approve any of the candidates or submit them less than the number of vacancies, as well as to form additional reserve lists of them. However, this powers of the jury are not completed. Their positive recommendations provide not only an opportunity, but also give rights to obtain relevant positions. The same appointment is made by the authorities or the person who announced this competition. The organizers of such competitions should also take into account what the jury recommended them: compliance with the submitted list and establishing in accordance with it the ranking of candidates, however, it is allowed and completely refuse to be appointed to the vacant position. The Administrative Court is endowed with controlling functions regarding the legality of the competition and the implementation on their basis of appointments.

Any participant of the competition has the right to appeal the result of competitions or file a lawsuit, in case of disagreement with the appointment, according to its results. In case of filing an unsubstantiated complaint, the results of the contests will be canceled and it will be re-conducted.

Competitive selection is only one way to select and promote personnel stages of officials. Other procedures are also legally admitted – for example, fitness lists, professional exams or, in some cases, arbitrary choice of candidacies are made. According to belonging to the general status, the process of personnel promotion of officials in France is to increase in office or rank. Promotion on staff steps takes place

together with the increase in wages directly to the work experience of the official and the assessments he received on the exam. Promotion in offices is carried out in two ways. The first of them is the entry of the official into the annual lists of applicants for the increase, which is formed on the basis of the received decision of the administrative parity commission and the results of the annual evaluation, taking into account the work experience for the service of years. The second - at the training of professional selection, which is carried out by passing a special professional exam.

Consequently, we consider the statement of I. Vasilenko to be substantiated that one of the key elements of the career of civil servants in France is determined by "guarantees of slow, however, correct advances in service years or by senior ranks of stay in a public institution. Such principles are almost entirely excluded in the U.S., where there is no automatic advancement in official steps" [7]. In our opinion, this serves as a key aspect of the superiority of American human resources systems. The French civil service system is by its very nature determined mainly by career peculiarities. In it, an employee who is appointed to the position of a civil servant is forced to spend his entire professional life in only one organization, which is determined by a specific hierarchy. The organization is provided with a well-known automatism for the promotion of official ranks.

It is advisable to understand that, in the presence of such a system, there is a provision of social stability of civil servants, as well as contributes to their interest in staying in public service, however, this leads to no incentives to show initiative and creativity in approaches to work. The French system of training, retraining and advanced training consists of a number of elements. Universities, law and political institutions provide training and professional training for future positions in public service. Students receive fundamental theoretical knowledge and practical skills of readiness, which will be able to be used while working in senior positions in the system of public administration, having previously passed a number of stages of professional growth and development.

As for the training and retraining of personnel, it is carried out in specialized institutes: the National School, departmental administrative institutions. It is also advisable to note that the training and advanced training of civil servants is focused on the requests of the relevant authorities and agencies. The educational process without interruption from production is a traditional type of training, during which there is an exchange of practical experience, familiarization with advanced techniques, improved cognitive level and acquired appropriate skills directly in the process of performing official duties. Training by internship is carried out during practice in a particular position on the basis of a special educational program and under the close supervision of highly competent specialists.

This form of education aims to prepare the intern for the professional performance of his future job functions. It should be noted that internships can periodically take place for experienced civil servants before taking a new position. Training of personnel can also take place in the form of educational creative leave, which is paid by the administration and which is provided at the request of the employee of the state apparatus for a period not exceeding a total of three years for the entire period of his/her stay in the service. Academic leave is used in order to obtain new management skills and skills of working with personnel, more fundamental knowledge in the field of theory of management, political science, economics, legal norms, the latest management technologies and other disciplines. The practical orientation of this kind of training serves as a great advantage of it.

Compared to the higher considered advanced training systems, in England the promotion system is characterized by significant strict rules at all its levels. Accordingly, the chances of advancing on career levels or the possibility of transition from one ministry to another are extremely limited. Of great importance, traditionally, is given to senior officials in ministerial hierarchies. The system of selection, training and promotion of service ranks in the UK is organized in such a form, which contributes to the formation of types of professional managers, widely profiled administrators. Political leaders in ministries especially appreciate this kind of highly professional leaders, or "generalists", in accordance with the terminology, which can turn the opinions of experts into concrete and meaningful proposals and practical projects that will be understandable and accessible to other civil servants and society in general.

The advantages of attracting generalists in the public sector of management is that it greatly simplifies the solution of the problems of general coordination, through their neutrality and experienced work, they are able to assist in finding a balance to reach consensus in meeting various management requests.

In the work of the famous English political scientist D. Stül, attention is paid in detail to the field of generalist activity, which aims to summarize the experience of the entire apparatus of the state mechanism, only if the expert functions in the relevant fields of their activities are terminated [17]. However, recently, the UK has seen a tendency to increase the number of supporters of strengthening the role of professionals in public administration, such as the American model.

However, proponents of specialized administrators point to the need for the development of a modern system of public administration, so generalists are not managed to properly cope with the ever-increasing volume of tasks, so a significant amount of time of experts will be spent to formulate and describe the problems that have been created and in order for the interpretation to be simple and accessible formulated. Another argument in the need for professional staff is the presence of too

much emphasis on improving the management system itself in general, which causes significant damage to specific areas and profile tasks. This leads to a decrease in the effectiveness of the entire system of public administration.

In the UK, the recruitment for civil service relates to the professional competences of the Civil Service Commissions. To do this, a typical general written exam was introduced, the conduct of which serves as the main condition for entering the civil service. The exam is based on the issues of professional curricula of leading universities – Oxford and Cambridge. Therefore, as practice shows, it comes down to the fact that it is these universities that train and train a large part of candidates for senior management positions.

As for Germany, here the appointment of federal civil servants to the post is held by the Federal President or another authorized institution. The applicant is considered to be appointed to the relevant position immediately after awarding him certificate of appointment. This document contains details about the types of official relations ("lifetime", "for the exam period", "as an honorary servant" , "for the time"), which, accordingly, is an indication of the period for which the appointment is carried out. In case of changes in the essential conditions of official relations or features of work, the definition of a new status of the employee is made, and, when the relevant position is granted , its name is indicated. In the case when such a certificate will not be established by the legislation of the requisites and does not comply with all forms, the appointment of the officer will be considered invalid.

Probation during the civil service in Germany can not exceed a five-year term. Appointment to public service takes place only in case of successful passing of probation and achievement by a person of 27 years of age. In the case when a person claims to be the head, he/she must guarantee his/her willingness to defend the constitutional order, proclaim an oath of compliance with the Basic Law and all applicable regulations of the Federal Republic and faithfully perform his duties. In addition, the future official needs to have the necessary professional training, the specifics and type of which is prescribed in accordance with the busy rank of the service hierarchy.

German law provides for 16 groups of officials: A1-A5 - low officials (auxiliary and technical); A6-A9 – middle offices (government secretaries, ober-secretaries, haupt secretaries); A10-A13 – higher positions of the first degree; A14-A16 – higher offices of the second degree (senior government advisers). To get admission to the service of lower levels (A1-A5) you need to: successfully finish the main comprehensive school or recognized as equivalent level of education, as well as undergo preparatory practice in future specialization. For secondary levels (A6-A9) it is necessary at least the following: to finish a real school, to pass preparatory practice

for one year, to pass the exam. Significantly higher requirements relate to higher levels of employees (A10-A16).

Only those who successfully graduated from high school, have received special training for three years and passed the corresponding exam are allowed for service at the highest levels of the first degree (A10-A13). Finally, only those who received higher education and passed the first state qualification exam are allowed for service at the highest level of the second degree, have received proper training in the service for two years and successfully passed the second exam [5].

To the categories from which the recruitment of personnel of officials takes place, the historical priority is given to justice, and then - from the category of economists and the field of social sciences. It has already developed traditionally that mastering the profession of a lawyer in Germany is the best opportunity to enter public service. Despite the mass of requests for positions in public service in the state apparatus, all the same, lawyers still hold leading positions at all levels of the system of ministries. This approach is associated with the state realization that officials with legal education will be able to take care of the protection of laws and be their creators.

It is fundamentally advisable to cover the issue concerning the remuneration of civil servants under German law, because it spells out a sufficient amount, which will be possible to ensure the proper level of residence, in order to devote itself to their profession. After all, only such an employee, who is financially secured, will be able to fairly and lawfully perform the duties assigned to it. All issues concerning salary are settled by a single regulatory framework, and these rules of law are valid in the Federation, lands, municipalities, municipal associations, bodies, institutions and funds acting as subjects of public law. Features that are characteristic of individual lands can be taken into account only in cases that are clearly regulated by law [4].

At the legislative level, the issues concerning the handling of personal affairs of civil servants are also settled. The employee is given the right to personally decide who to allow for a review of his personal case. It is necessary to inform the manager in advance about the presence of all complaints against him or negative conclusions about his activities, before entering the information about it in the personal case. Also, all his thoughts and views on such grounds are recorded and made to the personal case.

German civil servants are obliged, due to official necessity, to work overtime. In the case when such overtime exceeds five hours a month, he will be able to get an additional free day from work. Civil servants are not endowed with the right to carry out any business activities personally or through trustees, nor are they entitled to be members of management activities or to participate in the work of supervisory boards

or in another body endowed with management functions, or to work in a commercial organization of any other legal form.

Civil servants for employment in any other job, except the main one, should obtain a preliminary permit issued by the highest official authority. Such permission is not necessary only in case of establishing guardianship, care for the sick or infirm, fulfillment of duties concerning wills, creative activities, disposing of their own property, as well as activities related to the educational sphere, professional scientific researches in institutions. Civil servants are endowed with the legislative right to leave with the preservation of wages to participate in elections and referendums, as well as to run for a seat in parliament, the fulfillment of honorary duties stipulated by law.

The system of official promotion is regulated in detail by the legislation and is based on two principles: advanced training (which is confirmed either by a special check and an appropriate assessment, or by passing a special exam) and the principle of gradual advancement (alternate passage of steps). Exceptions to the two rules are allowed only if there is a special permit from the Federal Personnel Commission [4].

For each official group, promotion requires proper professional training and successful passing of the exam period. Their increase in service is possible in the case when the official activity will be assessed "very good". When the state, represented by the head, does not comply with its obligations to advance on career stages, the amount of wages or in other cases, the official has the right to claim compensation for damages and payment of losses.

The employee can be transferred to the service within the sphere of official powers of his employer on the basis of a personal application or subject to official necessities. However, the process of transferring to another agency without the consent of the civil servant is allowed only if there are similar conditions of service and equivalent, compared to the previous place of work, salary. Transfer of civil servants to the subordination of other employers is acceptable only with the consent of the employee himself.

The experience of organizing China's civil service deserves attention. In 1993, the PRC adopted the Regulation on Civil Servants, which includes the following chapters: general provisions; rights and obligations; categories of positions; hiring; evaluation of work; compensation; discipline; official promotion and decline in the post; appointment and dismissal; preparation; replacement; mechanisms for preventing shortcomings and conflicts; fee, insurance; resignation and dismissal; retirement; complaints and appeals; personnel management and control [5]. With this in mind, the Chinese human resources service has the principles of openness, equality, competition and selection during the reception of personnel by conducting exams.

However, it is quite interesting that in China the professionalism of civil servants is always combined with their political preferences and beliefs and belonging to communist ideas. Article 16 of the Regulation prescribes the appropriate procedure for passing into public service: to begin with, a notice is published in the local press about the presence of a vacant position; checking the professional competences of all applicants; then they make an open exam; political, ideological and moral qualities are checked, work fitness is determined; according to the results of examinations and the results of inspections, the lists of persons applying for enrollment to the relevant service departments are being trained. Persons who were first enrolled to work in the state apparatus must pass probation within one year, after which, those persons who were able to comply with all professional requirements, are subject to official appointment to the relevant position.

Civil servants who have been enrolled in the bodies of people's governments of provincial levels and above, it is advisable to have at least two years of working experience in positions of a low level. It is expedient to see the proposal for the implementation of similar restrictions, as well as in Ukraine, in order to clearly understand the life situations and problems of society by senior civil servants.

The most significant duties of Chinese employees include the following: strict adherence to the Basic Law and regulations; performance of official duties in accordance with the current legislation, bylaws and political factors of the state; maintaining close relationships with citizens, the ability to listen to the opinion of the people, to perceive the verification and control of their activities by the public, the persevering service of realization of the interests of the people; ensuring the safety, honor and compliance with the interests of the state; preservation of public and official secrets, justice, honesty and unselfishness, selfless service to the state.

Civil servants in the Republic of China have the full scope of powers they need to implement their official functions. There may be no shift from positions, downgrades, resignations or use of administrative penalties due to the lack of proper grounds for this, which are legally prescribed, and, in the case of improper compliance with the established procedures. Chinese civil servants receive proper wages, have the opportunity to use the full amount of insurance provision and all existing insurance payments. Legislatively, civil servants are endowed with the right to freely discuss and evaluate the activities of administrative bodies and their leaders, freedom of expression of critical comments and the possibility of making their own proposals in order to improve it.

The concept of rotation of civil servants in China is a significant theorist-practical interest, because it covers the procedures and ways of transfers to other positions, internal movements of employees in a public institution, the specifics of appointments and replacement of positions, as well as the issue of business trips for

the purpose of hardening. Century. 56 The Regulation prescribes that it is advisable for state administrative bodies of all levels to own a certain amount of vacant seats for the acceptance of transferred, transferred or undergoing the procedure of appointment to replace the position.

If the concepts of "transfer to other positions" and "movement by position" are also known in domestic jurisprudential, as for other terminology, it is absent in the national legislation. The appointment to replace the vacant position in Chinese law is spelled out as a process of systematic substitution of leadership positions and many other positions in various spheres of work and activity.

During the business trip for the purpose of hardening, the procedure of systematic selection of civil servants who occupy the relevant positions is understood in order to move them to the bottom of the institution, enterprise or other organizations. During the European integration processes, interesting experience was accumulated in the field of regulatory and legal settlement and ways of coordinating the activities of public services of countries that entered the CIS, as well as the formation of a supranational body, interactions of employees within pan-European political institutions of different states.

The system of state-management activities in our country is largely aimed at achieving tasks related to modernization of all spheres of public administration in foreign countries, namely: improvement of efficiency of work, rational construction of management structures, simplification of procedures in management, democratization, achievement of high results of activity.

When borrowing elements of foreign institutions in the field of human resources, it is advisable to pay attention to the key provisions. First of all, it is advisable to propose the development and development of appropriate programs for their implementation, taking into account the specifics of domestic governance. Secondly, regulatory, financial and organizational support of the introduced novelties should be implemented. Thirdly, it is advisable to conduct approbation of different models of organization of personnel support in the form of experiments. Thus, it is necessary to develop mechanisms for controlling the progress of implementation and checking its effectiveness.

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PUBLIC GOVERNMENT OF EDUCATION FOR HUMAN CAPITAL DEVELOPMENT: CASE OF EUROPE AND UKRAINE

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Education is the tool which provides people require knowledge, skill, technique, and information and enables them to know their rights and duties. Education develops the human capital, and creates more productive impacts upon the future generation. By providing education, governments remove the poverty and every person in the country will become successful and provides their contribution to developing their country.

Human capital consists of the knowledge, skills, and health that people accumulate over their lives. People's health and education have undeniable intrinsic value, and human capital also enables people to realize their potential as productive members of society. More human capital is associated with higher earnings for people, higher income for countries, and stronger cohesion in societies. It is a central driver of sustainable growth and poverty reduction (World Bank, 2020).

So, for an evolution of a country, there is need of education, and in a modern society, education should be available and universal, democratic in method, and reliant on well-trained professional teachers. In accordance in all countries educational reforms designed to assure access at the lowest level for all citizens and state support at the higher levels for the most talented. Governments is committed to improving public outcomes through a focus on people and in such sectors as the military, law enforcement, infrastructure, public transit, education, health care and others. In particular, the main means of influencing education and training in all countries are public government and financing. The government expenditure on education determines the development of the labor market, human capital development, income, standard and quality of life. However, the mechanisms and instruments for financing education and training in the EU and in Ukraine are significantly different.

The work aims to highlight the advantages of financing education in EU for quality improvement of education in Ukraine.

The main conclusions of the work were developed through a meaningful analysis of scientific papers, documents and statistical reports of international organizations and the European Union about financing of education for sustainable development of human capital.

The research is based on the methods of statistical analysis (based on EU Member States data on distribution of expenditure on education, public expenditure on education relative to GDP was determined), the tabular and graphical method for visual display of the received data. In addition, the authors used the findings of their previous research in the field of education and human capital development.

The role of government in education. Education is important for all societies and at different times.

In his 1955 article, “The Role of Government in Education” Friedman defined the reason for government involvement in any economic activity, and identified three special cases where government involvement is justified: the presence of a monopoly; neighborhood effects; and paternalism (who should make the educational choices for children).

Friedman theorized that a stable and democratic society is impossible without widespread acceptance of some common set of values and without a minimum degree of literacy and knowledge on the part of most citizens. Education contributes to both. In consequence, the gain from the education of a child accrues not only to the child or to his parents but to other members of the society; the education of one child contributes to other people’s welfare by promoting a stable and democratic society (Friedman, 1955).

Today quality education allows human capital development and promoting the Sustainable Development. According to experts, education yields in both the private and public sector in terms of learning and higher learning more so, it benefits the society in social ways (Friedman, 2015; Landry et al, 2016). That is why the main priority of governments is provide the right to access safe, quality education; it is essential for the governments to invest in education since it yields progressive externalities.

In this context, it is necessary to rethink the role of education in the development of society, and the achievement of economic growth.

Both national and European experts agree that the role of governments in education is as follows:

1. Providing equality in education. The government ensures that the public schools offer a high quality of knowledge to the learners.

2. Funding education. The governments must actively fund education and training, because education fights poverty in the nation and the society. Therefore to eliminate poverty the government has to eradicate illiteracy among its people, and significantly investing in future. Free education could help the needy people, and increases the literacy level in the country thus human capital development.

3. Provision of meals in schools by the government.

4. The governments can subsidize education in several forms such as school fees for low-income parents, lower school fees et al. In all countries the private schools has always given competition to public school by acquiring high grades in their examinations thus attracting more investors in their business compared to the public (Horn and Paslov, 2014). But private schooling can be remained out of reach for the majority since the private sector is driven by the profit gains thus exploiting parents.

5. A government should ensure teachers are well paid so that they are motivated in the provision of their services – the salary of teachers is proportional to their work

6. A government should put in place rules that could check to eliminate outdated syllabus since it misdirects many teachers and learners in schools (Friedman, 2015). Effective syllabus acts as a tool for excellent performance in schools since the teacher teaches what is tested nationally. Learners could be able to compete with other students elsewhere since they are subjected to the same thing and if the comparison can be made, it will be fair to all the learners.

7. A government should ensure that private institutions interested in carrying out educational activities meet certain standards. Private sectors mostly run for profit gains and not what they are licensed to do.

8. A government should act towards empowering school leaders and teachers towards professional responsibility and set standards and support them wholly in a quest to deliver quality learning prospects for the learners. Teachers need to be trained so that they can manage well in the school setting. Since without qualifying one is regarded as not restricted, therefore, he or she cannot take roles to lead or teach students (Friedman, 2015).

9. The government should establish training centers to cater for teachers training. Presence of training centers could motivate teachers to even further their educations to the higher level, and after that be able to give back to the community as qualified personnel.

However in 2020, scientists began to think that the public sector should not be responsible for all aspects of education in both developed and developing countries. James Tooley (2020) calls four main reasons:

- there are doubts about the effectiveness and efficiency of public education;
- there are doubts about the equity and accountability of public education, which particularly affect the poor;
- there is an increasing awareness of initiatives by educational entrepreneurs, and evidence to suggest that competitive pressures can lead to significant educational improvements;

– There has been a need to restrain public expenditure in order to reduce budget deficits and external debts, and, consequently, a need to find alternative sources of educational funding (Government and Education, the Changing Role of, 2020).

Yet in times of epidemics, conflict and disaster fundamental right of education is often significantly disrupted, denying millions of girls and boys the opportunity to have a quality, safe education. And here we must agree with the opinion of experts that, states should support education and human capital development in crisis times.

According to The Human Capital Index 2020 Update: Human Capital in the Time of COVID-19 (World Bank, 2020), the COVID-19 pandemic threatens to reverse many of gains, which countries have made in improving human capital over the past decade. Urgent action is needed to protect hard-won advances in human capital, particularly among the poor vulnerable. Designing the needed interventions of governments, targeting them to achieve the highest effectiveness, and navigating difficult trade-offs in times of reduced fiscal space, makes investing in better measurement of human capital more important than ever. Experts expressed, that school closures combined with family hardship are significantly affecting the accumulation of human capital for the current generation of school-age children (World Bank, 2020).

The European experience of public government and financing of education.

In European Union primary responsibility for education and training policies lies with the Member States, with the European Union functioning in a solely supporting role, such as to shall contribute to the development of quality education by encouraging cooperation between Member States and, if necessary, by supporting and supplementing their action, while fully respecting the responsibility of the Member States for the content of teaching and the organization of education systems and their cultural and linguistic diversity. In defining and implementing its policies and activities, the Union shall take into account requirements linked to the promotion of a high level of employment, the guarantee of adequate social protection, the fight against social exclusion, and a high level of education, training and protection of human health. The EU's long-term strategic objectives on education and training as set out in the Council Conclusions of 12 May 2009 are:

- Making lifelong learning and mobility a reality;
- Improving the quality and efficiency of education and training;
- Promoting equity, social cohesion and active citizenship;
- Enhancing creativity and innovation, including entrepreneurship, at all levels of education and training (Education and Vocational Training).

Key features of public government in education in EU Member States:

1. Vocational training was identified as an area of Community action in the Treaty of Rome in 1957; education was formally recognized as an area of EU competence in the Maastricht Treaty in 1992; the Treaty of Lisbon retained the provisions on the role of the EU in education and training.

2. In the twenty-seven EU Member States, education is mainly funded by governments, private sources (households, enterprises, non-profit organizations and religious institutions), international organizations (United Nations, World Bank).

Given that, expenditures on education may help foster economic growth, enhance productivity, contribute to people's personal and social development, and help reduce social inequalities (Educational expenditure statistics), EU Member States actively fund education and training. In particular:

According to Education expenditure statistics (Table 1), the highest overall levels of government expenditure on education were in Germany (EUR 140.8 billion), in France (EUR 121.1 billion), that is, in the most populous EU Member States. Government expenditure on education was significantly lower in Italy (EUR 64.7 billion) and Spain (EUR 45.6 billion).

In 2012-2016 the highest rates of increase for government expenditure on education were in Bulgaria, Hungary, and Malta; the level of government expenditure on education fell in six of the Member States (Italy, Czech, Lithuania, Slovenia, Cyprus, and Latvia).

Government expenditure account 74-98% of all education expenditures (including payments and transfers for education to the non-educational private sector – this includes subsidies to households and students as well as payments to other non-educational private entities) in different Member States. Private sources covered about 14% of total education spending, but 20-25% in Slovakia, Bulgaria, Portugal, Spain, and Cyprus.

Contribution of international organizations – 1-3%; Lithuania (3.1%) and Portugal (3.0%) received the most from international organizations for education and training (Table 1).

One third of all resources were used to finance higher education, although there were six exceptions among the EU Member States: Hungary, Luxembourg, Italy, Belgium, Cyprus and Portugal. The remaining financial resources were unevenly distributed among other levels of education. At the same time, a significant share in the structure of total expenditures on education and training is occupied by expenditures on the secondary education system, as they depend on the number of years of study and the number of pupils / students.

Table 1. Distribution of expenditure on education (excluding early childhood educational development) by sector in the EU

Country ¹	Sector, % of combined public, private and international expenditure on education			Public expenditure on education (excluding early childhood educational development), 2016		Real GDP per capita		The Human Capital Index	
	Government	Non-educational private	International organizations	Million EUR	Expenditure relative to GDP, %	2016	2019	Score	Rank
Countries with large real GDP per capita									
Luxembourg	92.5	4.7	2.8	1912.4	3.6	82880	83640	0.69	40
Ireland ³	90.5	8.8	0.7	9878.1	3.8	50710	60350	0.81	6
Denmark	:	:	:	:	:	46720	49180	0.77	17
Countries with medium real GDP per capita									
Sweden ³	95.7	3.4	1.0	33012.2	7.1	42920	43840	0.80	10
Netherlands	81.9	17.2	0.9	38814.0	5.5	39810	41870	0.80	9
Austria ²	93.7	6.3	0.0	19234.7	5.4	36430	38250	0.79	11
Finland	93.5	5.5	1.0	14159.4	6.6	35320	37270	0.81	5
Germany	83.3	16.3	0.4	140750	4.5	34700	35980	0.79	12
Belgium	89.1	9.8	1.,1	27229.2	6.4	34690	35900	0.76	22
France ²	86.1	13.4	0.5	121069	5.4	31770	33270	0.76	23
Countries with small real GDP per capita									
Italy	81.4	17.7	0.8	64707.7	3.8	26020	26860	0.77	18
Spain ²	76.3	23.3	0.4	45634.9	4.1	23760	25170	0.74	33
Cyprus ²	74.4	24.7	0.9	1113.8	6.0	22360	24250	0.75	28
Malta	83.5	16.5	0.1	496.7	4.8	20260	22040	0.70	39
Slovenia ²	83.8	14.2	2.0	1819.8	4.5	18540	20490	0.79	13
Greece	:	:	:	6458.0	4.0	17110	18150	0.68	43
Portugal	76.2	20.8	3.0	8745.4	4.7	17010	18540	0.78	15
Czechia	85.5	13.7	0.9	6280.9	3.6	16520	18000	0.78	14
Slovakia	78.1	20.0	1.9	3156.3	3.9	14550	15890	0.69	41
Estonia	:	:	:	916.0	5.0	13650	15670	0.75	29
Lithuania	82.9	14.0	3.1	1508.6	3.9	12040	13880	0.71	37
Hungary ²	85.0	15.0	0.0	5080.3	4.5	11410	13180	0.70	38
Poland	83.5	14.8	1.7	19788.9	4.6	11260	12980	0.75	31
Croatia	:	:	:	:	:	11100	12480	0.72	35
Latvia	83.3	13.9	2.8	1181.7	4.7	11030	12490	0.72	36
Romania	97.8	1.1	1.1	4393.9	2.6	7720	9130	0.60	67
Bulgaria	77.1	20.5	2.5	1859.6	3.9	6050	6800	0.68	42

¹ – 2016

² – 2015

³ – 2014

: – not available.

Source: Calculated based on (Educational expenditure statistics; The World Bank).

The highest government expenditure on education relative to GDP among the EU Member States was in Sweden (7.1%) and Finland (6.6%).

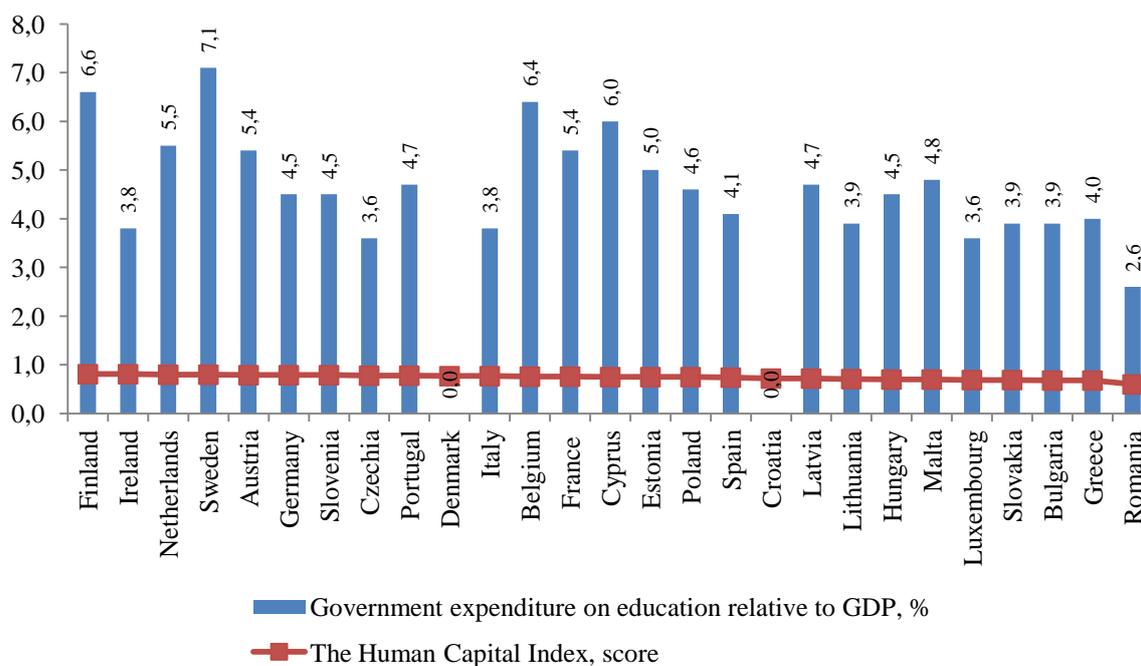


Fig. 1. The relationship between government expenditure on education relative to GDP and the Human Capital Index

Source: Educational expenditure statistics; The World Bank

All the EU Member States have a value of human capital in the rating of The Human Capital Index from 0.6 to 0.81 points (while 1 point indicates a high level contribution of education and health care to the productivity of the next generation of workers and thus account the risks of poor health and poor education. But the number of points and place in the ranking do not depend on government expenditure on education. It is obvious that the development of human capital is also influenced by such factors as the efficiency of use of funds, financing by other sectors, organizational aspects, etc.

In addition to the Human Capital Index, to assess the effectiveness of government expenditure on education it is advisable to use real GDP per capita, which measures economic activity and is also used as a proxy for development in a country's material living standards. The indicator is used to show the importance of sustained economic growth and high levels of economic productivity for the creation of well-paid quality jobs and the achievement of global prosperity (Educational expenditure statistics). So, in countries with high and medium levels of real GDP per capita, government expenditure on education is 86-93%, but there are exceptions (for example, Romania).

The quality of education can be assessed by using the indicator "average expenditure per pupil/student". This ratio be impacted such factors as shifts in population structures, declining birth rates, reducing school age populations in many countries, and the participation rate of young children in education. As a result

annual expenditure (from public and private sources) on all educational institutions shows that in Sweden an average of EUR 13 020 was spent per pupil/student, in Croatia the average was EUR 2 694, and EUR 1 600 in Bulgaria and Romania. The expenditure per pupil was higher in public institutions than in all institutions.

The financial assistance to households or students in the form of scholarships, government loans or allowances depending on student status, level of education (compulsory education is free, while tertiary education might/might not be free) is one of the instruments for financing education and training in the EU. The financial assistance for education and training is provided in two forms: direct assistance in the form of grants and loans and indirect support (benefits, including tax); virtually all EU Member States use at least one type of direct financial assistance (grant or loan) to students with higher education. Only grants are used by: Belgium, Bulgaria, Czech Republic, Estonia, Ireland, Greece, Spain, France, Croatia, Italy, Latvia, Lithuania, Luxembourg, Hungary, Malta, Austria, Portugal, Romania, Slovenia, and Finland. In some Member States, students can apply for both grants and loans.

As a rule, the structure and size of the financial assistance depend on the national organization of education systems; the various methods that are used to fund education systems and to provide welfare support; and other forms of financial aid to encourage students to remain within the education system. In countries with less developed education sector the financial assistance being provided to students so that they may study abroad.

In general, the government expenditure on education is significant in all EU Member States. For households, the cost of education increases as the pupil / student studies at different levels of education – the cost per pupil / student significantly exceeds the cost of education at the primary levels of education. The largest share in the structure of expenditure on education is occupied by the costs of the secondary education system.

An opportunity for people of all ages to develop and share knowledge and experience at institutions and organizations in different countries (both among Member States and between Member States and third countries) has Erasmus+.

The Program, the purpose of which is to investing in education, training, youth and sport in Europe through a single integrated programmer, has a budget of EUR 14.7 billion (2014-2020), and EUR 1.68 billion additionally for funding actions with third countries (partner countries), attracted through the EU external action budget through external instruments such as Development Cooperation Instrument, the European Neighborhoods Instrument, the Partnership Instrument for cooperation with third countries, and the Instrument for Pre-accession Assistance.

In accordance with the principles of efficiency, funds are distributed as follows: 1) 77.5% for actions in the field of education and training, including: 43.0% for

higher education actions, or 33.3% of the total budget; 22.0% to actions in vocational education and training, or 17% of the total budget; 15% to school education actions, respectively 11.6% of the total budget; 5.0% to adult education actions, which is 3.9% of the total budget; 2) 10.0% for actions in the field of youth; 3) 3.5% to the student loan guarantee fund; 4) 1.9% for Jean Monnet actions; 5) 1.8% for actions in the field of sport; 6) 3.4% as a contribution to the operational costs of the national agencies; 7) 1.9% to cover administrative expenses.

In 2014-2020 the programmer is giving millions for people many opportunity of education and raising qualifications. In particular, overall mobility opportunities have been created for more than 4 million people, including around 2 million students in higher education and around 650,000 students in vocational education and training; around 800,000 lecturers, teachers, trainers, education staff and Youth workers took part in the program; more than 500,000 young people have joined youth exchange schemes; around 200,000 students took part in the Master's degree loan guarantee scheme; more than 25,000 students took advantage of the Joint Master Degrees. Strategic partnerships have been established with 125,000 schools, vocational education and training institutions, higher and adult education institutions, youth organizations and enterprises. More than 150 alliances have been established with 1,500 higher education institutions and enterprises, and a partnership has been established between business and vocational education and training institutions to develop industry skills (Erasmus+. Key figures).

In addition, the creation of a single programmer on education, training, youth and sport resulted in significant simplification, rationalization and synergies in the management of the Programmer; digitalization and the introduction of fast-track grant selection procedures provided administration optimization, and improving non-financial indicators for all stakeholders.

There is no change to the overall architecture of the programmer in 2021-2027, including the three key actions already established under Erasmus+ (learning mobility of individuals; cooperation for innovation and the exchange of good practices; support for policy reform). However, it is provided that the budget be doubled to EUR 30 billion (Proposal for a REGULATION OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL establishing 'Erasmus'), including: 28% – for higher education actions, 17% – vocational education and training, 13% – to school education actions, 4% – for adult education actions.

Thus, Erasmus+ is effective at different levels of education, both for individual employees and youth, and for business and government structures and systems in general. The Program has shown its ability to expand and adapt to new target groups, to constantly improve its mechanisms, and implementation new mechanisms according to conditions.

Thanks to an integrated approach to the financing of education and training in the 27 EU Member States, in 2019 the percentage of the population aged 30-34 who have successfully completed tertiary studies (e.g. university, higher technical institution, etc.) was 40.3%; it means that the task of the “Europe 2020 Strategy” is over fulfilled by 0.3%. The percentage of women with higher education increased from 23.7% in 2002 to 45.6% in 2019 and from 21.4% to 35.1% for men.

Highest share of those aged 30-34 with tertiary education in Cyprus (58.8%), and in Lithuania (57.8%), Luxembourg (56.2%), Ireland (55.4%), and Sweden (52.5%) and the Netherlands (51.4%); lowest in Romania (25.8%) and Italy (27.6%) (Europe 2020 education indicators in 2019). In all EU Member States, the share of women aged 30 to 34 who have completed tertiary education is higher than the share of men. Belgium, Czechia, Denmark, Estonia, Greece, Spain, Italy, Cyprus, Latvia, Lithuania, Malta, the Netherlands, Austria, Poland, Slovenia, Slovakia, Finland and Sweden have already met or exceeded their 2020 national target for this indicator.

In the current context of an increasingly dynamic labor market and given the challenges of the European and world economy, the European Economic and Social Committee call on EU Member States at both national and regional levels:

1. To increase the government expenditure in lifelong learning, and earmark targeted funding for the continuous upskilling and reskilling of adults and the most vulnerable groups in society; half of the current workforce will need to update their skills within five years in order to adapt to the impact of digital and technological advances, and to survive on the labor market (Lifelong learning requires more substantial public funding).

2. To finance learning in non-formal and informal settings for develop softer skills (critical thinking, teamwork) and character traits (leadership, curiosity) tailored to jobs of the future.

3. To study in more detail the possibilities of introducing Individual Learning Accounts as one way of enabling people of quality education of working age. The opportunities, benefits and risks of Individual Learning Accounts are discussed in the OECD too (OECD, 2019). In the USA, such a training tool is used to provide a flexible and innovative approach to the development of federal employees. The UK Government has tested Individual Learning Accounts and concluded that such a funding scheme expands participation in training and helps to overcome financial barriers of sustainable human capital development (The National Audit Office, 2002).

The results of the empirical studies indicate that the number of points of the Human Capital Index and place in the ranking do not depend on government expenditure on education. This is why government needs to be aware of the importance and potential of such factors as the efficiency of use of funds, financing by other sectors, organizational aspects, etc. Also, since all stakeholders are interested

in sustainable human capital development, it is necessary to disseminate the information about the role of education and sources of funding of education.

At the same time, it is necessary to take into account the real GDP per capita, the needs of its stakeholders, number of students, scientific potential, financial capacities, interaction activity both at regional and international levels.

According to the findings in this research, in EU Member States all measures and proposals aimed at ensuring respect for the right to quality and inclusive lifelong learning for all, as well as ensuring sustainable the government expenditure of education and training through consultation and partnership. Such experience of financing education for sustainable human capital development is very useful for other countries, including Ukraine.

The Ukrainian experience of public government in education. Ukraine is one of the countries with a high potential of human resources proved by global rankings and at the same time weak positioning of economy (Degtyarova, 2018). In 2018, Ukraine was classified as a country with a lower middle income and middle level of human capital (Ukraine has 0.65 in the range of 1). The general level of population literacy in the age under 15 years was 99.8%; in particular, 82% of the population has higher education. Budget expenditures for education were 5.32% of GDP in 2018 (Table 2).

Table 2. Distribution of expenditure on education by sector in Ukraine

Indicator	2012	2013	2014	2015	2016	2017	2018
Expenditure on education, million UAH	111180.1	115962.9	109520.9	127120.9	139970.5	182980.2	214000.0
Government expenditure, million UAH	94005.1	97753.0	93230.3	106178.7	119501.6	161495.4	189405.2
Non-educational private, million UAH	17175.0	18209.9	16290.6	20942.2	20468.9	21484.8	24594.8
Sector, % of combined public, and private expenditure on education							
Government expenditure, %	84.55	84.30	85.13	83.53	85.38	88.26	88.51
Non-educational private, %	15.45	15.70	14.87	16.47	14.62	11.74	11.49
Real GDP per capita, million UAH	1404669	1465198	1586915	1988544	2385367	2983882	3560596
Expenditure relative to GDP, %	7.92	7.91	6.90	6.39	5.87	6.13	6.01
Government expenditure relative to GDP, %	6.69	6.67	5.87	5.34	5.01	5.41	5.32

Source: Calculated based on Derzhavna sluzhba statystyky Ukrainy

In Ukraine, education and training is funded by governments, companies and households. But both national and European experts agree that education funding in Ukraine needs to be reformed.

Degtyarova et al assume that the human capital and its potential are not used efficiently for ensuring the economic growth in Ukraine, mostly because of the complicated heritage of “command mode of economic management, a government as a main customer of educational services”, inhibiting development of education for the knowledge economy (Degtyarova, 2018).

Today, the key problems in education are:

1. The educational process at vocational and higher educational institutions is out of touch with needs of the labor market and economy overall.
2. Inadequate funding modalities critically low level of public funding for education, and the mechanism of public higher education funding in Ukraine;
3. In Ukraine, a sizable fraction of today’s young people may not be employed when they become adults. Even if they find employment, they may not hold jobs where they can use their skills and cognitive abilities to increase their productivity.

One of the tools of human capital development is human capital strategy. The implementation of this strategy implies complex educational reform in Ukraine.

The main directions of educational reform in Ukraine at the national and regional levels are:

1. The balance and alignment right between national reform and local decision making.
2. The government must to empower of the education leaders and support them in their quest to provide quality learning opportunities for young people.
3. The distribution and allocation of state-funded places should be done according to the principles of transparency, balanced and harmonized development; the best universities should get exceptional support and more funding from the government in order to develop world class research universities.
4. Ukraine should “develop a long-term plan for investing in higher education”, which means creating a clear vision of higher education funding in Ukraine (Degtyarova, 2018).
5. To promote knowledge partnerships and strengthen links between education, business, research and innovation.
6. To bridge the gap between research and the implementation of its results, the government must to integrate higher education and science of Ukraine into the education and research space of the European Union.

As a result, it will increase the impact of government on economic, technology and cultural development, human capital formation, and solving social problems; and will achieve the goals of education such as holistically developing the human being

as a personality; shaping values and competences required for successful self-realization; and raising the people's educational level to for human capital development (Law of Ukraine On Education).

The conducted research has shown that in EU Member States, education and training as training for future professionals, promoting their competitiveness in the labor market, is funded by governments, private entities (mainly companies and households) and international organizations. The cost of education is constantly rising as Europeans understand their role in society and the need for sustainable human capital development.

In EU along with broad economic development, government policies contributed to some countries' progress in human capital. Effective policies included expanding the population coverage of educational services, notably for making school more affordable; and providing the financial assistance to households or students through mechanisms such as scholarships, government loans or allowances depending on student status, level of education (compulsory education is free, while tertiary education might/might not be free) is one of the instruments for financing education and training in the EU.

Strong gains are more likely in countries with strong governments that are able to funding of education, and to maintain commitment to educational reforms, and to attract whole-of-society to educational policymaking.

In addition, new challenges (such as increased use of technology and changes in the nature of work) contribute to the development and financing of lifelong learning, through which employers and workers can successfully respond to market realities. Human capital development and education financing are supported and coordinated by international organizations.

In the context of globalization, the pandemic, the unfolding of financial and economic crises, the growth of public debt, the main challenges in financing education and training in EU Member States is the dilemma of how to: increase / maintain education funding; ensure fair distribution of financial resources; to increase the efficiency of the use of financial resources in the education system; promote human capital development.

Studies on EU's experience enabled to identify the mechanisms of dominant influence governments on sustainable human capital development such as "framework and rules" established by governments - sufficient funding and an effective policy to ensure the quality of education.

In order to financing education and training for sustainable human capital development it is necessary:

1) At the national level: to improve the training in vocational programs; to optimize of funding for formal, non-formal and informal education; to share the costs between public authorities and private entities as well as, individuals.

2) at the regional level measures may include both to step up the modernization agenda of higher education; and to ensure efficient investment in education and training systems at all levels (pre-school to tertiary); to develop partnerships between the education/training and work, in particular by involving social partners in the planning of education and training provision etc.

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ORGANIZATIONAL ASPECTS OF SUSTAINABLE DEVELOPMENT IN URBAN PUBLIC TRANSPORT ENTERPRISES

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Monitoring the growing role of the implementation of the sustainable development goals, on the one hand, and the use of the Internet of things in various spheres of life, on the other, is changing the way people think about their mobility. On the one hand, marketing support for sustainable development may at first glance seem somewhat premature when sustainable development and marketing management in national transport companies is under development. On the other hand, the ever-changing economic environment is forcing new approaches to address the social and environmental risks of enterprises and to ensure the effectiveness of sustainable development measures. Marketing support for sustainable development is a distinct area of business activity for an enterprise with marketing functions that ensure the effective design and implementation of sustainable development measures. That is why the organizing of marketing support of this process is relevant.

The results of the author's research confirmed the need for attention to the issues of urban transport development based on the principles of intellectual technologies in the marketing aspect. These issues are partly addressed in a series of projects by the Commission of the Council of Europe in support of energy-efficient transport, namely "A Direct Marketing Program for Public Transport (AD PERSONAM)", which lasted from 2008 to 2010, "Electric City Transport (ELE.C.TRA)", which lasted from 2013 to 2015, "Addressing Key Challenges of Sustainable Urban Mobility Planning (CHALLENGE)", which lasted from 2013 until 2016. The era of projects focused on the development of urban transport began in the 1960-1970s. The works (Smeed, 1961; Buchanan, et al., 1964; Leibbrand, 1970; Schaeffer, Sclar, 1975) emphasize the role of municipal transport in accelerated urban development. Significant contribution to the development of conceptual role of municipal transport in accelerated urban development was made by Smeed [1] (outlined the traffic problem in town), Buchanan [2] (explained the applied aspects of traffic in towns), Leibbrand [3] (disclosed the questions of transportation and town planning), Schaeffer and Sclar [4] (highlighted the organizational aspects of urban transportation

models and urban growth). In studies of scientists there is a lack of attention to the organizing of urban transport development and increase of its marketing support. Only some works of researchers highlights some aspects of the municipal transport's functioning, which is associated with its influence on cities innovation, tourist attractiveness (Zielinska, Barczak, 2019 [5]; Monastyrskyi, Borysova, 2018 [6]).

The purpose of this chapter is to develop methodological recommendations for marketing support for sustainable development measures at transport service providers.

Institutional framework for sustainable development of urban public transport enterprises. The implementation of the basic principles and objectives of marketing support for sustainable development measures in transport enterprises and objectives can only be achieved in an appropriate organizational manner, involving interaction between the sustainable development system and the marketing of enterprises. The aim of the study is to develop recommendations and approaches for the creation of organizational forms that would ensure an effective marketing process for sustainable development. Considering this we will use the term “organizing”, as it more accurately expresses the purpose of the study than the term “organization”, which is quite often used meaning a group of people whose activities are coordinated to achieve a certain goal (Kuz'min, Melnyk, 2003) [7].

The study of the scientific works of scientists (Spivakovska, Spivakovsky, 2014 [8]; Dembiński, 2018 [9]; Monastyrskyi, Borysova, 2018 [6]) has identified the following issues that need to be addressed consistently in the process of establishing an institutional framework for marketing support for sustainable development:

1. Organizational chart for sustainable development marketing support measures;
2. Determination of the level of centralization and decentralization of functions (delegation of authority);
3. Justification of the hierarchy;
4. Organization of effective information interactions;
5. Determining the number of employees (management standards);
6. Distribution of responsibilities between employees (division of labor);
7. Defining requirements for employees.

The conducted researches offer not only some generally accepted principles of development of organizational structures, but also such principles that should be used at the organizing of marketing maintenance of actions for sustainable development:

1. Resource justification of the organizing of marketing support of sustainable development measures. This principle involves considering the potential of marketing in the management of sustainable development when choosing an organizational form;

2. The principle of taking into account the needs of the consumer. The organizational form must take into account the requirements and perceived risks;
3. Focus on the use of internal marketing support for sustainable development measures;
4. Continuous development of the system of measures for sustainable development and increase of marketing support of the specified measures;
5. Ensuring the adaptability of sustainable development measures to the external environment;
6. Ensuring the impact on external and internal factors of the enterprise;
7. The principle of continuous improvement. The development of organizational factors involves a change in the organizational form of marketing support for sustainable development;
8. The principle of gradual development of the organizational form of marketing support for sustainable development. It is expedient to adhere to this principle, given that it is not necessary to immediately strive for the optimal version of the organizational structure in order to overcome resistance to change;
9. The principle of scientific organization of marketing support for sustainable development. A necessary condition in the process of organizing the marketing of sustainable development activities is the use of scientific achievements in the field of organizing.

Successful marketing of sustainable development measures largely depends on how organizational issues are addressed. It is obvious that there should not be a single organizational structure within which this process would take place, but their typology should refer only to the most general fundamental decisions concerning the basic elements of the organizational structures, in order to take into account the most important factors affecting the process. Factors that should be the basis for the formation of the organizational structure of marketing support for sustainable development of the enterprise are as follows:

- enterprise size;
- activities diversification;
- owners, senior management, and employees' attitude to marketing and management of sustainable development;
- level of professional training of employees in marketing and sustainable development management;
- dynamics of the external environment;
- enterprise strategy;
- the level of structuring the problem, which requires measures for sustainable development;

- the level of development of the system of measures for sustainable development of the enterprise;
- deadline for the formation of an event on sustainable development;
- marketing potential in the management of sustainable development of the enterprise;
- organizational culture of the enterprise.

Here we can see that the organization of marketing support for sustainable development activities in the enterprise depends on many factors. In the previous chapter, we substantiated the feasibility of taking into account the factors that mostly influence the choice of organizational form of marketing support for sustainable development measures:

1. The size of the enterprise;
2. Marketing potential in sustainable development management;
3. The level of development of the system of measures for sustainable development of the enterprise.

We will consider how approaches to the organization of marketing support of measures on sustainable development at the enterprise in the context of the factors offered above can be differentiated.

In medium-sized enterprises, the functions of marketing support for sustainable development measures should be assigned to the employee or department that performs the functions of marketing. According to research of the domestic scientists, the functions of marketing are often successfully performed by other departments.

According to our beliefs, it is inexpedient to create a separate structural unit in small enterprises to perform the functions of marketing support for sustainable development measures. The main argument of this conclusion should be considered that, first, specialization in a particular function is impractical in the absence of specialists to perform other marketing functions. Secondly, marketing support is a complex process that requires the use of all marketing tools, which will be easier to implement centrally with a small size of the enterprise.

If a company has marketing department, the functions of marketing support for sustainable development measures should be assigned to the head of the marketing department for the following reasons:

- marketing support for sustainable development measures provides decisions to reduce the risk of the enterprise. Thus, it requires that the person who makes decisions about this process, should belong to the influential management who makes decisions on core activities and measures for sustainable development;
- in the implementation of marketing support for sustainable development measures need to attract resources, which requires sufficient authority.

In small enterprises, the issue of marketing support for sustainable development measures should be dealt with by the head or his deputy for commercial issues, as he usually performs the main functions of a sustainable development manager and marketing management functions. It is obvious that in this case the role of using external marketing measures for sustainable development of the enterprise significantly increases.

In large enterprises, where the marketing department operates, in order to perform the functions of marketing support for sustainable development measures, it is advisable to single out the position of sustainable development manager. At the same time, it is worth listening to the advice of marketing specialists that the optimal number of employees in the marketing department is within 10-15% of the list (Bratko, 1999) [10].

If the workload is high, a sustainable development manager is unable to perform his or her duties adequately. In this case, the staffing position should include the position of Assistant Sustainable Development Manager. This requires a clear division of responsibilities between them. The assistant should work with the sustainable development manager in special areas. Thus, if the sustainable development manager is a marketing specialist, the assistant of the sustainable development manager must be a sustainable development management specialist, analyst or specialist in other areas that require special knowledge. As an alternative or complement to the previous approach in large and medium-sized enterprises with a more organic organizational structure, marketing support for sustainable development activities can be performed by temporary groups, committees, commissions or interdepartmental meetings to address this process. Such integration presupposes the achievement of the goal - marketing support of sustainable development measures at the level of cooperation between individual structural units. Such temporary groups should include marketing specialists, decision-makers on sustainable development measures, economists, i.e. those key specialists involved in the development and implementation of sustainable development measures.

Depending on whether sustainable development measures are implemented at the enterprise, as well as how they are implemented (systemic or individual measures to reduce the level of risk), the organization of marketing support for these measures may have its own characteristics. For example, with a high level of development of a system of sustainable development measures, the structural unit for marketing these measures may be functionally subordinated to two heads - the head of the sustainable development management department (sustainable development manager) and the head of the marketing department (or unit that performs marketing functions). If the integrated indicator of the level of development of the system of sustainable development measures is lower than the integrated indicator of marketing potential in

reducing the level of risk, the relevant structural unit should be subordinated to the marketing department or department that performs marketing functions at the enterprise.

Obviously, various functions of marketing support can be performed depending on the resource, organizational, methodological and other capabilities of the enterprise. For example, the significant potential of marketing in the management of sustainable development of the enterprise allows for a wide range of activities that will be reflected organizationally. With little marketing potential in sustainable development management, the range of possible measures will be narrowed. It is also obvious that the existing organizational structure of marketing largely determines the organizational form of marketing support for sustainable development measures, as it is necessary to take into account the organizational relations that have developed in the enterprise.

The potential of marketing in the management of sustainable development and the level of development of the system of measures for sustainable development are the factors that determine the limitations of the objectives of marketing support for sustainable development. The high potential of marketing in the management of sustainable development and the level of development of the system of measures for sustainable development creates opportunities for the implementation of the widest possible range of functions of marketing support.

At enterprises with high marketing potential in reducing the level of risk, favorable conditions are created for the organization of marketing support of these measures, and the functional responsibilities of the relevant structural unit may include the development of measures based on marketing methods to reduce social and environmental risk. sustainable development measures, ensuring the coordination of sustainable development measures with the needs and risks of target consumers, internal marketing, as well as marketing risk management.

At the average level of development of the system of measures for sustainable development and marketing potential in the management of sustainable development, the functional responsibilities of employees are somewhat limited, in particular, they are determined by specific features of the marketing system of the enterprise and its marketing potential.

Given the low level of development of the system of sustainable development measures and the potential of marketing in sustainable development management, it is advisable to include monitoring in the mandatory types of marketing support for sustainable development measures. In this case, it is not necessary to transform the organizational structure of enterprise management, it is necessary to expand the range of responsibilities of the employee or employees who are entrusted with the functions of marketing research and (or) marketing analytical function.

The organizing of marketing support for sustainable development measures is significantly influenced by the organizational features of marketing structures of the enterprise. The essence, advantages, and disadvantages of the main organizational forms of marketing management are quite fully set out in domestic and foreign literature. However, the issue of positioning the function of marketing support for sustainable development measures in various organizational structures of marketing management has not been studied. Before addressing this issue, we will consider the distribution of functions and tasks of marketing support for sustainable development measures between the central and local structural units. The following conclusions are valid for those enterprises in the structure of which it is advisable to distinguish these structural units.

At the level of the central structural unit for marketing support of sustainable development measures, the following main tasks can be performed:

- creation of organizational preconditions for the implementation of marketing support for sustainable development activities at the enterprise;
- integrated presentation of reporting information on marketing support for sustainable development and marketing risk management to the top management;
- support and coordination of the process of selection of marketing support of these measures in accordance with the objectives of sustainable development of the enterprise and existing constraints.

The tasks of marketing support for sustainable development measures at the local level should primarily include the following:

- planning, implementation, control, adjustment of marketing support for sustainable development measures;
- development of information system of marketing support;
- ensuring the consistency of activities with the needs of target customers;
- submission of a report to the head (central manager for sustainable development or a person who performs his duties).

The issue of interaction between the central and local sustainable development manager remains important. The main aspect of the interaction of the central and local structural unit is to report on the current results of marketing support for sustainable development measures. In turn, the local structural unit can receive the necessary information about changes in the system of measures for sustainable development, the environment of the enterprise, and the goals of the enterprise.

Features of marketing support for sustainable development of urban public transport enterprises. Besides, we will consider the options for organizational structures of marketing support for sustainable development, based on basic organizational forms of marketing management. The functional scheme of marketing support for sustainable development activities with the separation of the position of

sustainable development manager is appropriate in enterprises where the functional structure of marketing is successful with the decentralization of operational management of marketing. The role of the central manager for sustainable development is performed by the head of the marketing department, and the role of the local manager is performed by the manager for sustainable development, if necessary, the position of assistant manager for sustainable development can be singled out. At the same time, the establishment of interaction with other functional units plays an important role.

The Sustainable Development Manager provides marketing support for sustainable development activities, its planning, organization, implementation and monitoring, evaluates the effectiveness, selects marketing support, forms an archive of activities, reports to the head of the marketing department. In case of larger-scale sustainable development activities, the intensity of functional interaction with other departments and the head of the marketing department also increases.

For small enterprises, it is advised to entrust the functions of a sustainable development manager to the owner of the enterprise or manager. Additionally, it is important to attract external support, including the services of marketing firms.

In large enterprises, with such marketing organizational structures as goods (product), regional, market (consumer-oriented) based on differentiation on a certain basis, it is advisable to single out as the central structural unit of the chief manager for sustainable development and local sustainable development manager in the structure of a separate local unit. This can be done in the form of a position of sustainable development manager of a separate divisional unit or these functions can be assigned to a marketer or head of marketing department.

In case of product and functional (product-functional) scheme of organization of marketing support of sustainable development measures, the sustainable development manager is linearly subordinated to the head of the marketing department, and he, in turn, is the functional head of employees of local marketing departments, which perform the functions of marketing support for sustainable development activities.

The generalization of the experience of the division of power between top and lower level management and our own research allow us to suggest the following key responsibilities of the central manager for sustainable development:

- development of forms of collecting analytical information in terms of divisions (offices);
- collection of specific information on sustainable development;
- selection of a comprehensive program of marketing support for sustainable development measures;
- evaluating the effectiveness of the program of marketing support for sustainable development measures;

- forecasting the reduction of the level of social and environmental risk due to the use of marketing support for sustainable development measures;
- providing recommendations on marketing solutions for sustainable development measures.

The main responsibilities of the local sustainable development manager should include the following:

- monitoring information in the division;
- processing and analysis of the received data;
- development of proposals for marketing support for sustainable development in the division;
- assessment of the feasibility of marketing support for sustainable development measures;
- evaluation of options for marketing support of sustainable development measures;
- substantiation of expenses for marketing support of measures for sustainable development in the division.

The organizational forms of marketing support for sustainable development measures discussed above certainly have some drawbacks. It is obvious that the obstacle to the implementation of an effective process may be poor communication with other structural units of an enterprise. This shortcoming is eliminated by using a matrix organizing scheme, which provides for the separation of a special working group, which includes employees needed to address the issue of marketing support for sustainable development measures in each situation. This group is engaged in the development of sustainable development measures, including the formation and implementation of marketing support for these measures. The Sustainable Development Manager or the employee in charge of marketing support for sustainable development activities interacts functionally with the Central Sustainable Development Manager or the Head of the Marketing Department on various issues that may relate to obtaining additional information, reporting, methodological or resource support, and coordination. A company may not have a sustainable development workforce, which is quite common for national transport companies. The schemes under consideration may serve as the basis for an organizational form of marketing support for the sustainable development of a particular enterprise.

The distribution of tasks, rights and responsibilities in this area between the various structural units involved is essential for the organizing of marketing support for sustainable development measures. An important element of organizing the process of marketing support for sustainable development is the organization of effective information interactions. Information exchange related to this process is to

provide prompt, reliable, and complete information at specified intervals and involves the following procedures:

- collection of information on the current state of the object of influence (marketing potential in the management of sustainable development and measures for sustainable development);

- analysis of the received information and comparison of the current state with the desired one;

- development of measures of managerial influence in order to transform the potential of marketing in the management of sustainable development, measures for sustainable development in the desired state;

- transfer of managerial influence of the object of influence.

The process of marketing sustainable development activities involves feedback, which allows anyone to determine the effectiveness of management influence. It is obvious that for each type of marketing support for sustainable development measures, information processes will differ in content. Given the peculiarities of the formation and implementation of these types of marketing support, information exchange should include the following procedures:

Monitoring:

- collection and analysis of information about the conditions of operation of the enterprise;

- documentation of monitoring results;

- bringing the gathered information to the manager of sustainable development or the person who performs his functions, to make a decision on corrective action;

- obtaining and analyzing information on the progress of the use of monitoring results.

Marketing methods of sustainable development:

- collection and analysis of information on sustainable development measures, deadlines for their implementation, and the level of environmental friendliness of the enterprise;

- collection and analysis of information about the conditions of operation of the enterprise;

- collection and analysis of information on the potential of marketing in the management of sustainable development and the level of development of sustainable development measures;

- documenting the decision on marketing activities aimed at sustainable development, and bringing them to the performers;

- providing the necessary information to the executors for further adjustment of sustainable development measures;

- obtaining and analyzing information on the implementation of marketing support for sustainable development measures;
- formation of a bank of marketing methods.

Marketing solutions for sustainable development measures:

- collecting and obtaining information about the problem during the implementation of measures for sustainable development and the formation of relevant tasks;
- documentation of proposals for marketing decisions on sustainable development measures;
- bringing information about the decision to the executors (sustainable development manager or persons who perform the functions of sustainable development management of the enterprise);
- collection and analysis of information on the results of the decision.

Ensuring consistency of sustainable development measures with the needs and risks of target consumers:

- collection and analysis of information on sustainable development measures;
- collection and analysis of information about the needs and risks of target consumers;
- collection and analysis of information about the available marketing potential in the management of sustainable development of the enterprise;
- documentation of recommendations aimed at aligning sustainable development measures with the needs and risks of target consumers;
- bringing information about the decision to the executors;
- collection and analysis of information on the results of the decision.

Internal marketing:

- collection and analysis of information on the implementation of relevant marketing functions by individual departments and employees;
- collection, processing and analysis of information on available material, financial and other resources to determine areas of internal marketing;
- bringing the received information to the head for the purpose of making the decision on adjustment of actions;
- obtaining information on the progress and results of the implementation of the decision.

As for the requirements for candidates for the position of sustainable development manager, it is best to choose among the employees of the marketing department or sales department of the enterprise. This is due to the need to be aware of the threats and opportunities of the company in the market, to influence the marketing potential of the company, and to have skills in organizing marketing events. It is necessary to conduct an introductory seminar or training, the purpose of

which is to get acquainted with the basics of sustainable development management, as well as the specifics of risks and measures for sustainable development of a particular enterprise. In the field of sustainable development management, a candidate for the position of a sustainable development manager must be familiar with the terminology of risk, sustainable development, risk factors, classification of environmental risks, be able to perform quantitative risk analysis, predict the consequences of financial risk, have expert procedures and risk assessment methods and risk lowering methods.

The recommended approaches to marketing support for sustainable development facilitate the identification and selection of the organizational form of the process. However, the final decision on the organizational form should be made only after a comparison of the quantitative criteria for the choice of an organization. Further research is aimed at quantifying selection criteria, such as the economic, organizational and social effectiveness of marketing support for sustainable development. The sustainable development manager or the person entrusted with his functions must meet the general requirements for staff: high moral qualities, analytical skills, ability to think holistically, conciseness and literacy in business communication, the ability to defend their own point of view, and cooperate, and good social skills. In addition to the listed qualities, candidates for this position must meet a number of specific requirements due to the specifics of the manager of sustainable development position: have sufficient knowledge in the field of sustainable development management, know its terminology, be able to implement operational and strategic marketing measures, have good computer skills. In terms of qualifications, this requires an economic background in education, professional experience and marketing skills. The specifics of the work require additional knowledge, so it is necessary to regularly improve skills through special courses, trainings, as well as independently by studying special literature on sustainable development management and marketing.

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CHAPTER 2
INFORMATION TECHNOLOGY IN
PUBLIC ADMINISTRATION

MECHANISM OF INFORMATION SUPPORT OF STATE MANAGEMENT OF ECONOMIC SECURITY OF UKRAINE

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In Ukraine, as well as around the world, the problems of ensuring the economic security of the state, society and personality are increasingly coming to the fore in public policy and public administration. Information support of the state department of economic security is among the priority goals of the modern state and is one of the main factors of its stable development. Obviously, systemic defects and disruptions in the functioning of the mechanisms of information support of the state department of economic security can lead to socio-political, economic and man-made shifts that can undermine the possibility of public administration to properly carry out its main functions.

The purpose of the information support system is to provide its users with data that facilitates the adoption of informed and effective decisions by responsible public authorities and management within their competence, as well as the preparation of decisions of the superior instances, in compliance with a number of requirements and principles tested by the world and domestic experience of information technology. In the scientific literature, the concept of "information support" is most generally regarded as a set of in some way organized, controlled information recorded on the carriers of the system, as well as as the process of providing information. However, the most general understanding of information support as a process based on the system of informational ingredients: resources, technologies, technical means and information systems.

Information support of public authorities is a system of concepts, methods and means designed to provide users with information. Information here should be considered as some set of various messages, information, data on relevant subjects, phenomena, processes, relationships, etc. This information, being collected, systematized and converted into a usable form, plays an important role in the management. Public administration is essentially information management, where decisions are made on the basis of available documentary and information resources. The peculiarity of public administration in modern conditions is the need for comprehensive application of modern forms and methods of information and documentary support of the activities of public administration bodies. First of all, it is the use of the latest information technologies to support decision-making in order to ensure the effective functioning of the system.

The system of information and analytical support of public administration can be defined as an interdependent and appropriately formed set of organizational, organizational, legal, informational, methodological, software and technological components, which provides the necessary quality of the adopted management decisions through the rational use of information resources and information technologies with a combination of the principles of problematic orientation and software-target installation both in relation to the topic of information support and regarding the selectivity of information preparation and bringing it to managers in accordance with their place in the management system and basic functional duties.

It should be noted that management structures as subjects of information support system constantly interact with the information environment, regulate the movement of information, analyze trends and develop recommendations for management decision-making. Therefore, the system of information support of public administration bodies should take into account the heterogeneity of the process of making managerial decisions and the specifics of the activities of officials of management structures of all categories at different stages of the decision-making process. At the same time, the specialist in information and analytical work faces a number of problems during his work.

From the point of view of "state-management analytics", the following processes define the essence of analytics are defined:

- 1) the process of analyzing management goals and forming tasks of information and analytical work;
- 2) the process of adaptive management of information collection to solve managerial problems in a changing situation;
- 3) the process of analyzing and evaluating the information received in the context of management goals, determining the essence of the processes and phenomena observed;
- 4) the process of building a model of the subject area of research, the object of research and Wednesday its functioning, checking the adequacy of the model and its correction;
- 5) the process of planning and conducting model experiments;
- 6) the process of synthesis of new knowledge (interpretation of results, forecasting, etc.) that is necessary to solve management problems;
- 7) the process of bringing the results of analytical work (new knowledge) to the subject of management (structure or decision-making person) [1].

Consolidated information is public knowledge that is specifically selected, analyzed, prospered, evaluated, restructured and reserved for the purpose of fitness to directly address problems and meet the information needs of individuals or groups of users of information that would not have direct access to this knowledge in a different

way and could not use them effectively because they are scattered across many documents and are difficult to access in their original form.

In recent years, public administration has seen a significant increase in the amount of information used and the flow of management documents, expansion of the entire record keeping. At the same time, the number of prepared documents and collected information is sometimes much greater than necessary for management processes. At the same time, there is a lack of information that should provide analysis of new trends and resolution of contradictions. In today's world, information is a strategic national resource that plays an increasing role. The authorities need to constantly collect a variety of information about the life of the regions in order to assess the needs and meet them both at the moment and in the future. At the same time, it is necessary to cover both actual problems and needs and potential. Information collection is a complex process based on both traditional and unconventional methods.

Almost all state structures provide information support for current work using personal computers with a set of typical software products. Most bodies use local computing networks. Possession of reliable and up-to-date information along with the ability to effectively use adequate methods of its collection, analysis and provision is the basis of successful activities of state bodies of any level.

The subject of public administration, producing management decisions, transfers them to the management facility, drawing up information in the form of organizational and regulatory documents (provisions, instructions, rules, orders, resolutions, decisions, etc.). Often, both oral and written interaction between the subject and the object is necessary to obtain an effective result in the management process, but for most management processes it is important to have information attached to the material carrier. Thus, the result of management depends on how thoughtful, systematically and professionally informational interaction between the subject and the management object takes place [2].

The purpose of the information provision is to obtain processed, generalized information on the basis of the collected initial data, which should become the basis for making management decisions. This goal is achieved by collecting primary information, storing it, distributing it among the structural subdivisions of the relevant services and their employees, preparing for processing, recycling its own, providing its governing body in a redesigned form, analyzing, providing direct and feedback in its circulation, organization of document flow, etc. The purpose of information support is to ensure that the decision-making person has the necessary and sufficient amount of information in the form of information units (messages, certificates, calculations, diagrams, diagrams, etc.) and the maximum possible

options for solving the problem (proposals, advice or recommendations) with the assessment of the really predicted both positive and negative consequences.

An important tool for ensuring the openness of power is the media (media), which are an intermediary between the state and society and have a significant impact on the effectiveness of communication of the state-society. The quality of the functioning of the media largely depends on the real level of openness of power. It should be emphasized that ensuring information openness of state power is a bilateral process. On the one hand, there is the existence of a public request for objective and comprehensive information about the activities of the authorities, the active position of civil society towards the state authorities. On the other hand, the level of openness is determined by the real activities of specific public authorities.

- At present, the provision of information to citizens, according to the current legislation, is carried out through the press centers of state authorities through the periodic publication of press releases, notifications about the measures of public authorities, holding press conferences and briefings, establishing constant cooperation with the media, etc. In order to perform the basic functions, the information support system must take into account the heterogeneity of the management decision-making process and the specifics of the work of category officials at different stages of the management process. To do this, it must be directed to:

- development of methodological, software and information support tasks for monitoring the state of the object of state power and management;

- creation of a subsystem of information support for the activities of state authorities and management;

- supporting the control over the implementation of decisions and the effectiveness of executive mechanisms of public authorities and public administration; development of typical structures and methods of information support of management bodies;

- supporting the analysis of external and internal problematic situations and forecasting their development;

- research and development of methods and means of information support for the development of solutions in crisis and emergencies;

- formation of processes for preparing a meaningful part of management decisions and their documentary registration;

- assistance in analyzing the validity and legal legality of decision-making;

- facilitating coordinated procedures and collective decision-making processes;

- supporting the implementation of the functions of management of the activity of its own governing body [3].

The main direction of tasks inherent in public administration is documentation support of management. The solution of any of them involves a large amount of typical works, which include:

- processing of incoming and outgoing information: reading and replying to letters (both electronic and ordinary), writing reports, circulars and other documentation, which may also contain drawings and diagrams;

- collection and further analysis of some data, for example, reporting for certain periods of time by different departments or organizations that meets different selection criteria;

- preservation of the information received, ensuring quick access to it and searching for the necessary information at the moment.

In the state information space there are such sources that objectively generate managerial information:

- legislative and other acts that give the right of public bodies and civil servants to make certain managerial decisions or carry out managerial actions (decisions and actions on the implementation of laws and other regulations);

- citizens' appeal to state authorities to realize their legitimate interests and subjective rights (servicing and protecting the rights and freedoms of citizens);

- mandatory orders, instructions (directives) transferred on the managerial vertical from the superior state bodies to the lower standing ones to be implemented and which ensure the integrity of the public administration system;

- facts, relationships revealed in the processes of control (feedback), reflecting the state of the managed objects, as well as the level of functioning of the subject of management;

- crisis (extreme) and other difficult situations requiring prompt and active intervention of state bodies and officials (managerial information about the state of social processes). The existence of crisis sources determines the development of a priori necessary procedures (algorithms) of managerial actions [4].

Despite the uniqueness of the crisis situations, models of rapid response of specific government structures and officials should be thought out and worked out.

For the effective implementation of these tasks, the information support system must, first of all, function, that is, perform its direct functions. The range of functions of the information support system is determined by the current capabilities of information technologies and means of computer equipment. Within this potential of information technologies and means of computer equipment and with orientation to the needs of public authorities and management in the context of Euro-Atlantic integration processes, there is an objective need to create a system of information support for public authorities that would meet European standards.

The following standards may include:

- maximum disclosure;
- the obligation to publish information about their activities by public authorities;
- promotion of the culture of open government;
- focus on the public interest in the edging of information;
- facilitating access to information; optimal cost of realization of the right to information;
- ensuring openness of work of state institutions; openness in legislative regulation [5].

Almost every public authority in the process of forming an internal information system faces a number of problems: duplication of collected information, its uneconomical use, high level of cost of the system and costs of information sovereignty. This phenomenon is observed at the central and local levels of state power. One of the reasons for this is the finding of the state apparatus outside the center of the formation of information society.

This is due to the fact that neither the information that should work for the state apparatus, nor the documentary basis of management, nor the processes of document flow, the transition to a paperless system of information exchange are unordered. Against this background, the public sector is comparable to private, significantly different and lagging behind. At that time, in many countries there is an ordering of the structure of management of informatization processes and the issues of quality of management are solved.

Information support of the executive system is of particular importance for the formation of transparent processes of activity of the state apparatus. Today it is imperfect and is characterized by elements of parallel functions, inconsistency in the relationship between the apparatus of different branches of government, frequent structural reorganizations and personnel replacements. This determines the low level of development of the information and communication system of authorities and management. Using various information arrays, both citizens and civil servants can not always get the right information and skillfully process it. One of the reasons for this is uncertainty, uncertainty and not regulation of the functional work of the state apparatus. Therefore, information technology and reference systems are not configured for a particular user. In this regard, current information technologies cannot be considered high-quality enough.

The quality of information support often depends on the system of manning information funds, organization of service system, qualifications, etc. These processes today are insufficiently coordinated, balanced and logical. To ensure these characteristics, clear planning for the development of organizational development of information technologies is required, which should be differentiated into different categories of users. The concept of quality is closely related to the category of

efficiency. In particular, the effectiveness of the activities of public authorities and management largely depends on the quality of their information and analytical support.

It is advisable to note that information and analytical support is closely related to information and analytical work, which in public administration constitutes a set of actions in the interests of improving the effectiveness of management activities and aims to know the essence, causes, trends of developments and phenomena in information and analytical support of public administration of politics, consideration and evaluation of situations, development on the basis of analysis and processing of information conclusions, recommendations, comments. The final product of information and analytical work in public administration is an analytical document. It should be noted that in most countries information and analytical work is a developed sphere of business, which brings significant profits. Tracking market conditions, new products or services, strategies and plans of real and potential competitors is an indispensable attribute of the work of large private and public companies.

The main principles of information and analytical work in public administration are:

- formation of the purpose of research (this is the basis of the approach to solving the issue of "for what" research is carried out);
- creation of a notion apparatus (which allows forming judgments in certain categories);
- ensuring sufficient awareness of the direct customer (management);
- disclosure of the meaning of facts;
- establishing causes and consequences;
- taking into account historical development and national character;
- determination of development trends;
- ensuring a high level of reliability;
- formation of conclusions and recommendations;
- the presence of feedback (the analyst should know the customer's assessment of how the results of research are used) [6].

Today, there is a paradoxical situation: on the one hand, the information space is filled with information resources somewhat super-large, and on the other hand – there is a lack of information in it, since the one that exists often does not meet the requirements of society. Because at the present stage we also observe such a phenomenon as information "pollution" of society. The processes of preparation and adoption of effective decisions on the preparation and implementation of the security measure become vital. At the same time, the quality of management decisions within the framework of management significantly depends on the depth of understanding of the situation and possible alternative approaches to solving numerous problems, among which there are still basic ones, such as:

- internal political situation in Ukraine and in the region;
- state of internal stability of a particular region;
- international, international and state conflicts in which the country or region participates, or the likelihood of them being drawn into such conflicts;
- political climate, including terrorist activity, major political parties, their relations, popularity of politics conducted in the region;
- the degree of corruptness of local authorities;
- economic situation of the region and its impact on the political climate of the country as a whole [7].

Research, analysis and forecast of the functioning and development of such complex and poorly formalized systems, which are interrelated complexes of social, economic and socio-political spheres of life of regions, can not be carried out on the basis of intuitive perceptions of management bodies about the final result. All this leads to an increase in understanding of the significance of information and analytical activities. In this regard, appropriate analytical units are created, their organizational and methodological support is improved, the material and technical base is improved. Providing the decision-making person with an analytical product, which is not just an orderly set of individual fragments of the problematic industry, but a holistic picture that reflects the object of management in a convenient view, contains suggestions for options for alternative behavior and possible consequences, makes it possible to perceive the object in its dynamics.

The quality of information support largely depends on the functioning of not only such general objects as the state, society, people, but also any other object of smaller importance – a non-state legal entity, a citizen, etc. To improve the situation regarding the openness of public authorities, it is advisable to develop a comprehensive program of activity in the following areas:

1. Improvement of regulatory support. This direction should provide for the implementation of the following actions: clarification of the provisions of the legislation on the activities of public authorities in terms of determining informing citizens about the current activities of the state authority as an important task; a clear definition of the nature of the information obligatory for publication and the ways of its publication with the foreseen of appropriate funding.

2. Formation of sustainable internal beliefs in civil servants regarding their responsibility for informing the public about the activities of state power and acquiring the necessary knowledge and skills. An important means of this should be to make appropriate changes to the programs of training and retraining of civil servants.

3. Informing the population about his rights to access information about the functioning of public authorities, in particular through the involvement of NGOs in

this activity, as well as justification and clarification of the reasons for making governmental decisions.

4. Implementation of modern forms of ensuring openness of power, such as public hearings, open expert discussions, etc.

5. Enhancing the legal and political culture of Ukrainian citizens.

6. The use of a set of concrete and effective measures to increase technological support of information openness (creation of a unified system of information and analytical support of state authorities and local self-government bodies.

7. Creation of effective mechanisms of control of both state and civic, especially with the help of the media, ensuring openness. 8. Formation of public demand for information about the activities of state power, the interest of citizens in obtaining it [8].

In addition, the main component of successful management is innovation. The technology of teams – flexible temporary creative groups focused on creating a new or improving old "product" should penetrate the practice of work of state institutions. "Command" management technologies should actively penetrate the practice of public service. They become the main tool for achieving individual commitment aimed at the main tasks. Management technology is the techniques, methods and order (consistency, regulations) of the management process as a whole and its components functions.

The information has a large both positive and negative potential of influencing the behavior of the subjects of the public administration system. It is the information processes that indicate the level of transparency of the functioning of the state apparatus. This is due to informing all subjects about the course of state policy, the state of the apparatus of power, the responsibility of employees, etc. The procedure for regulating the procedure for access of interested persons and organizations to materials on the activities of public authorities is also important.

On the basis of the above-mentioned research, the dissertation developed a mechanism of information support of the state department of economic security, which provides for the establishment of a relationship between the components of the economic security of the state, the subjects of state administration ensuring the economic security of the state, regulations and sources of information used to calculate the impact of public administration on ensuring the economic security of the state [9].

Implementation of the presented model is carried out sequentially. Thus, at the first stage, objects and subjects are installed, which carry out information support of public administration for each of the components of the economic security of the state, as well as subjects whose activities are subject to research for each of the components (Fig. 1 and Table. 1). Thus, the object of the mechanism of information

support of the state department of economic security is information processes that reflect the state's policy on ensuring economic security. The subject is patterns of development of social information relations between the state and subjects of economic security.

Taking into account the multi-aspectiveness and importance of the functioning of economic security at different levels, it is necessary to identify the main subjects that ensure the economic security of the state (Fig. 1).

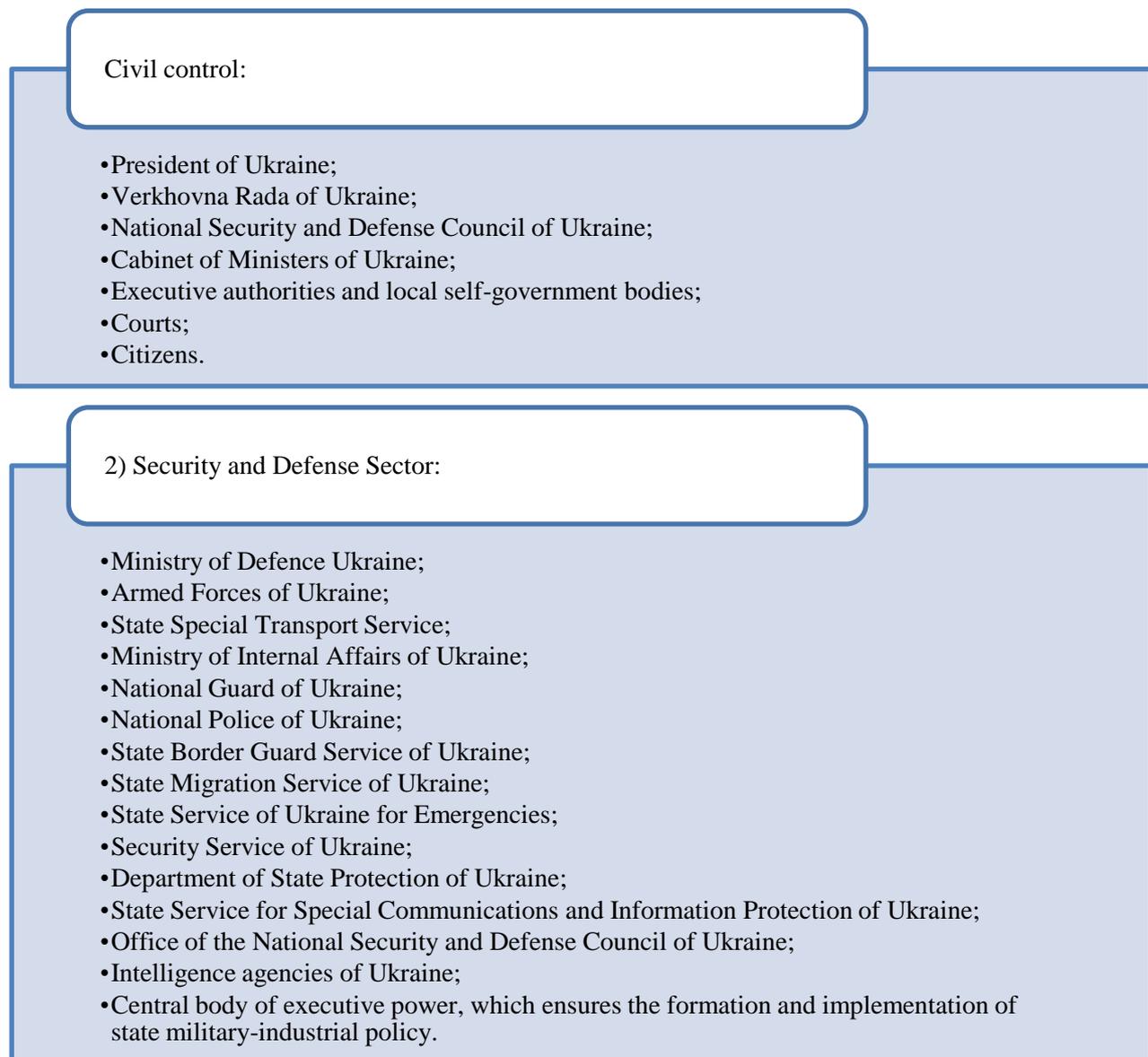


Fig. 1. The main subjects that ensure the economic security of the state

Source: compiled by the author based on [10-24]

From fig. 1 we can conclude that the entities that ensure the economic security of the state are divided depending on their competence, that is, function in certain systems of civilian control and the security and defense sector. We propose to improve the relationship between the subjects of public administration to ensure the

economic security of the state by systematizing them depending on the functions (planning, implementation, control); instruments of public administration (standard and electronic) and methods of ensuring economic security (Table 1).

Table 1. Relations between the subjects of public administration ensuring the economic security of the state

Characteristic / Classification		Subjects
Depending on the functions	planning	Security Service of Ukraine, National Security and Defense Council of Ukraine
	realization	State Audit Office of Ukraine, Cabinet of Ministers of Ukraine
	control	State Fiscal Service of Ukraine, National Bank of Ukraine
Depending on the institutions of public administration	standard	Security Service of Ukraine, National Security and Defense Council of Ukraine, State Audit Office of Ukraine
	electronic	The Verkhovna Rada of Ukraine, the Cabinet of Ministers of Ukraine, the State Audit Office of Ukraine
Depending on the methods of economic security	prognostication	Security Service of Ukraine, National Security and Defense Council of Ukraine
	neutralization	Cabinet of Ministers of Ukraine, National Bank of Ukraine

Source: compiled personally by the author

All of the above entities function in a certain legal field, while complying with the regulations presented in Fig. 2. that regulate the economic security of the state. At the second stage, the relationship between the subjects who carry out public administration for each of the components, as well as the subjects whose activities are subject to study (Fig. 2), and the normative legal acts regulating their activities is established. Reconciliation of these documents with each other will improve the accuracy of the assessment of the level of economic security.

At the third stage, the sources of information used to calculate the impact of public administration on ensuring the economic security of the state are established.

The proposed measures on public administration to ensure the economic security of the state will contribute to the strengthening of ukraine's national security in general and economic security in particular.

At present, Ukraine does not have a unified system of strategic forecasting and planning in the field of economic security, which would consider the security and defense sector as a holistic object of forecasting and planning. Implementation of a unified system of strategic forecasting and planning in the field of economic security in Ukraine will provide: timely and adequate response to real and potential threats to economic security, effective use of resources of security and defense sector bodies and forces, interrelation with other types of national planning and forecasting,

correspondence between the priority of tasks in the field of economic security and the real amounts of their funding laid down in the draft State Budget of Ukraine , compliance of the documents of strategic planning of the state with the standards of the EU countries.

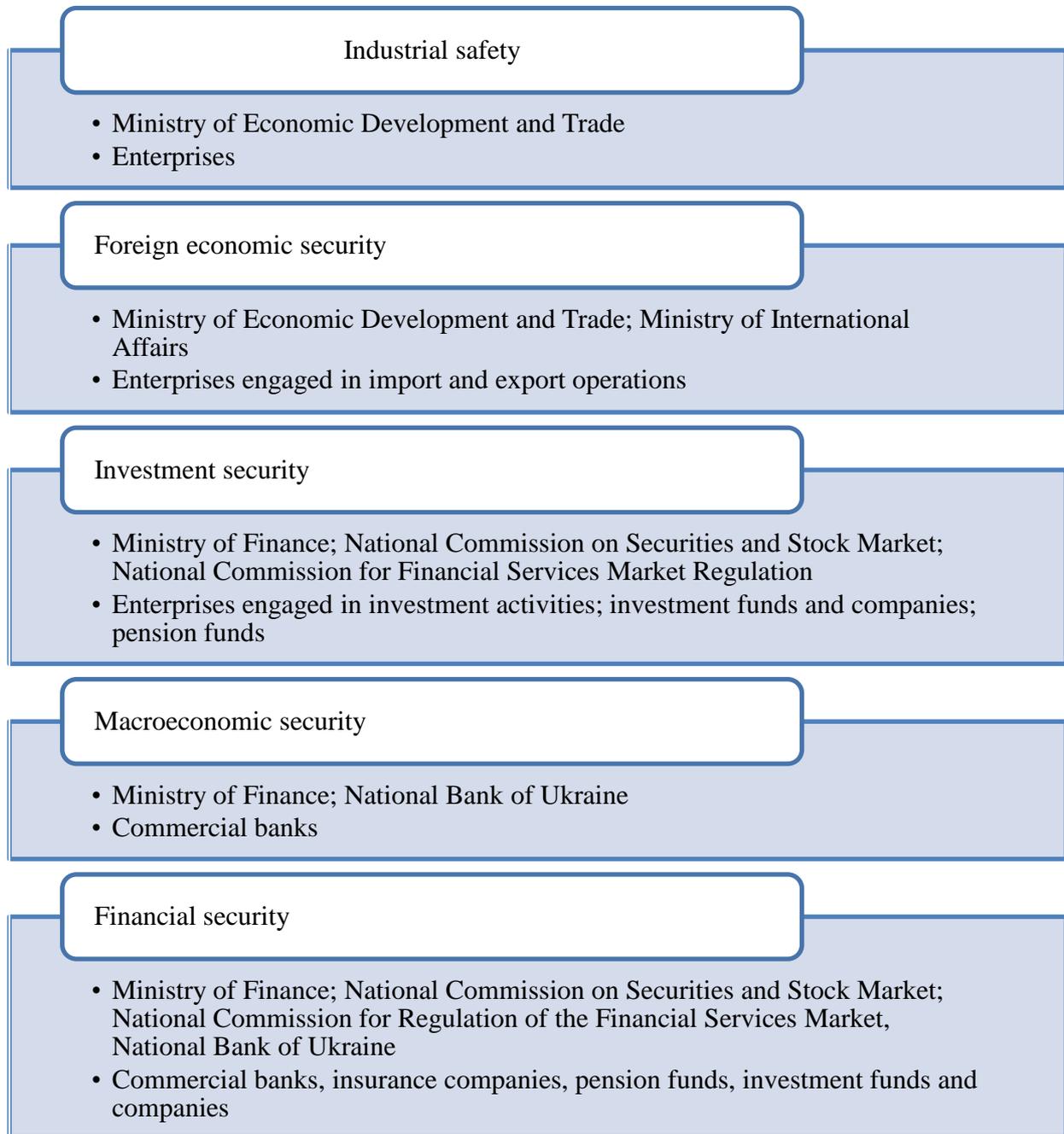


Fig. 2. The relationship between the components of economic security of Ukraine and the subjects who carry out public administration for each of the components, as well as the subjects whose activities are subject to research on each of the components

Source: compiled personally by the author

In the course of the formation of a unified system of strategic forecasting and planning in the field of economic security and defense, it is necessary to ensure the

relationship between the documents of long-term, medium-term and short-term strategic planning in the field of economic security and defense and their compliance with the national processes of strategic planning and preparation of the State Budget. At present, certain elements of the forecasting and planning system in the field of economic security are only at the stage of formation. This concerns, first of all, the formation of indicators (indicators) of the state of economic security and the creation of a unified system of monitoring, analysis, forecasting and decision-making in the field of economic security and defense.

We believe that the main directions of improvement of regulatory and legal support for economic security of the state should be: adoption of the law, in which the regulation and separation of the main aspects of economic security, in particular the definition of threats that adversely affect economic security, as well as steps to solve them; elimination of existing gaps in the regulatory framework; separation of powers of state regulation bodies.

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INTRODUCTION OF NEW APPROACHES TO INFORMATION SECURITY IN PUBLIC GOVERNANCE

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The issue of ensuring the transfer and long-term storage of electronic documents in state archives, museums, libraries, maintaining them in an up-to-date state and providing access to them is identified as one of the main tasks of the Concept of e-government development in Ukraine [1]. However, the draft Green Paper on e-Government in Ukraine [2] draws attention to the regulatory uncertainty of electronic information storage (archiving) processes, storage processes of documents that were received from the customer, and proving legitimacy of these documents over a period of time, which ultimately significantly constrains the implementation of electronic services, and, accordingly, the need to develop procedures for the transfer and long-term storage of electronic resources.

The focus on informatization of society, the rapid spread of information and communication technologies and a significant increase in their number of users, the introduction of e-government, the transition to electronic document management and the use of electronic digital signatures include the accumulation of significant electronic resources and electronic documents. The solution to this problem is closely related to the use of the cutting-edge electronic information and communication technologies, such as blockchain.

Issues of information security, the introduction of digital technologies in the field of public administration have become the object of scientific research of many foreign and domestic scientists, including: M. Atzori [3], D. and A. Tapscott [4], M. Swan [5], M. Walport [6], O. Danilchenko [7], O. Karpenko [8], V. Marchenko [9], D. Timofeev [10], and others.

However, despite the significant achievements in this area, the problems of information security in electronic document management remain unresolved, which determines the relevance of their further study.

The development of the global information society, wide use of information and communication technologies in all spheres of life has raised the problem of the information security. Ukraine aspires to be a full member of the European Union, which makes it necessary to follow European principles, norms and standards in the field of information security as well. It is important to note the regulations that set out

a number of requirements that directly affect the harmonization of legislation of the Member States of the European Union:

- Directive 95/46/EC of the European Parliament and of the Council of 24 October 1995 on the protection of individuals with regard to the processing of personal data and on the free movement of such data [11];
- Directive 98/34/EC Of the European Parliament and of the Council of 22 June 1998 on the laying down a procedure for the provision of information in the field of technical standards and regulations and of rules on Information Society services [12];
- Directive 1999/93/EC of the European Parliament and of the Council of 13 December 1999 on a Community framework for electronic signatures [13];
- Directive 2002/21/EC of the European Parliament and of the Council of 7 March 2002 on a common regulatory framework for electronic communications networks and services (Framework Directive) [14];
- Convention for the Protection of Individuals with regard to Automatic Processing of Personal Data CETS No.108. [15], etc.

In Ukraine, the main directions of solving the problem of information security at the legislative level are the creation of a fully functional information infrastructure of the state and ensuring the protection of its critical elements; increasing the level of coordination of the activities of state bodies in identifying, assessing and forecasting threats to information security, preventing such threats and ensuring the elimination of their consequences, the implementation of international cooperation on these issues; improving the regulatory framework for information security, including the protection of information resources, combating computer crime, protection of personal data, as well as law enforcement activities in the information sphere; deployment and development of the National Confidential Communication System as a modern secure transport base capable of integrating geographically distributed information systems in which confidential information is processed [16].

In fact, information security can be defined as the ability to neutralize the harmful effects of various types of social information. Security is the absence of a threat or the ability to reliably protect against it. As it was rightly stated by D. Dubov, the protection of information in the system is an activity aimed at preventing unauthorized actions on information in the system [17, p.120]. Such dangerous informational influence should be considered destabilizing and oppressing the interests of the individual, society, state.

Based on the above, we propose to comprehensively consider the concept of information security in electronic document management as a system consisting of the following interrelated elements:

1) the state of absence of information risks (damage or damage due to inaccuracy, incompleteness, untimeliness of information, unauthorized use of information technology and access to state electronic resources, violation of integrity, confidentiality and availability of electronic information, espionage and cybercrime on the Internet, etc.) or reliable from their influence on the rights and interests of citizens and legal entities, society and the state as a whole;

2) the key direction of public policy and the function of public administration;

3) a mechanism of protection of the information space of e-government and direct information during electronic document management in the executive branch, which includes a set of principles, methods, means of secure provision, receipt, transmission, use and storage of information and its protection;

4) a set of administrative-legal, technical-technological, personnel, financial, methodological and other types of protection of the electronic document management system of executive authorities and directly important and significant information.

The main threats to information security in the information sphere are:

1) theft of information that is a secret and protected by law;

2) destruction of information and software that provide data processing or operation of hardware and systems;

3) illegal "interception" of information;

4) modification of information and software;

5) illegal use of information and software;

6) malfunction or failure of computers and networks;

7) concealment (non-notification) of information that affects the interests of a person, citizen, society;

8) collection, accumulation and use of personal data and other actions that violate the basic rights of man and citizen [17, p.122].

In our opinion, the main problem of the electronic document management in executive bodies, by which the legislator understands the set of processes of creation, processing, sending, transmission, receipt, storage, use and destruction of electronic documents, which are performed using integrity checks and, if necessary, with confirmation of receipt such documents, according to Article 9 of the Law of Ukraine "On electronic documents and electronic document management"[18] is to verify the integrity of the electronic document (Article 12 of the Law), which can be done by checking the electronic digital signature, which is also used to identify the author of the electronic document.

However, as rightly stated by I. Kusplyak and A. Serenok, the assessment of the electronic document management system is not an easy task, as in Ukrainian legislation there are many conflicts around the introduction and use of electronic document management in the activities of the authorities [19].

We agree with D. Timofeev who notes that electronic document management systems primarily face the task of ensuring the integrity, accessibility and confidentiality of information, but due to the fact that these systems have become widely used relatively recently, despite all the benefits of their use [10]. Thus, when conducting electronic document management, the question of authenticity immediately arises, because all electronic document management systems have some built-in security features, generally based on the delimitation of access rights depending on the role played by the system user. But this will not be able to prevent the threat of unauthorized use of confidential information by an authorized user, so electronic document management systems should be one of the elements of the information structure, which should be protected not separately but as part of a single information security policy infrastructure.

In this regard O. Garasim, M. Komova and V. Lytvyn argues that the creation of a comprehensive system of information security should be aimed at technological support: protection against leakage of confidential information; protection against viruses and spam; vulnerability analysis; detection and prevention of interventions; firewall; delimitation of access; cryptographic protection; information security monitoring [20].

The Law of Ukraine “On Electronic Documents and Electronic Document Circulation” of May 22, 2003 № 851-IV [18] defined a number of procedures and established requirements for the storage of electronic documents - documents in which information is recorded in the form of electronic data, including mandatory details of the document, and which can be created, transmitted, stored and converted electronically into a visual form.

In particular, Article 13 of the Law establishes the following requirements for the storage of electronic documents and archives of electronic documents:

1) the authorities of electronic document management must store electronic documents on electronic media in a form that allows to verify their integrity on these media;

2) the term of storage of electronic documents on electronic media must be not less than the term established by law for the relevant documents on paper. If it is impossible to store electronic documents on electronic media during this period, the subjects of electronic document management should take measures to duplicate documents on several electronic media and periodically copy them in accordance with the accounting and copying of documents established by law. If this is not possible, electronic documents should be kept as a copy of the document on paper (in the absence of the original of this document on paper).

When copying an electronic document from an electronic media, it is necessary to check the integrity of the data on this media;

3) the information contained in electronic documents must be available for further use;

4) it must be possible to restore the electronic document in the format in which it was created, sent or received;

5) if available, information must be stored that allows to establish the origin and purpose of the electronic document, as well as the date and time of its sending or receiving;

6) the authorities of electronic document management may ensure compliance with the requirements for the preservation of electronic documents through the use of the services of an intermediary, including the archival institution, if such institution complies with the requirements of this article. Creation of archives of electronic documents, submission of electronic documents to archival institutions of Ukraine and their storage in these institutions is carried out in the manner prescribed by law [18].

To effectively manage the documentation processes in the database of the institution it is necessary to store information about all documents of the institution with any media. The incoming electronic document is sent to the institution in the form of an XML document, which contains the files of electronic documents that make up the incoming electronic document, the details of the electronic document and its metadata. In this case, the information support service organizes the storage of electronic documents in the mode of access "read-only" to ensure their consistency over time.

It should be noted that electronic documents from the time of creation (receipt) and before transfer for permanent storage to the state archival institution, the archival department of the city council or destruction are stored in the archival system of the institution. In order to ensure the safety of electronic documents, the office of the institution determines the access rights of employees to draft electronic documents, the right to create details of electronic documents that arise during the passage and storage of electronic documents, and information about electronic documents during these processes. In particular, the right to create a document is granted only to heads of departments and persons responsible for the organization of office work, to create new details and information about electronic documents after their transfer to the archive - only employees of the archives, temporary access to electronic documents - employees of other departments institutions with the permission of the head of the structural unit, which is responsible for the operational storage of these electronic documents, temporary access rights to electronic documents - third-party institutions (persons) with the permission of the head of the institution. At the same time, the access rights of employees of other structural subdivisions of the institution and third-

party institutions are limited only by the possibility to get acquainted with the content of documents [21].

It is also important to note that for electronic documents of permanent and long-term (more than 10 years) storage, paper copies of such electronic documents are created immediately after their completion. In addition, the legislation provides for the examination of the value of electronic documents on the same principles, criteria and in the manner prescribed by law as the examination of the value of documents with paper media. Elimination of the revealed shortcomings by results of check of electronic documents is carried out by the persons responsible for the organization of office work in structural division of establishment.

Investigating the issue of storage of electronic documents in the executive authorities, it should be noted that electronic documents of institutions transferred by state archives; electronic information resources; electronic documents and information resources of personal origin, transferred by state archives and owners of such documents; official publications in electronic form, which do not come in the prescribed manner to the Book Chamber of Ukraine and libraries - depositories; accounting documents and archival directories are part of the documents of the Central State Electronic Archive of Ukraine. Thus, it is the Central State Electronic Archive that performs the tasks and functions of the state for the management of archival affairs and record keeping, ensures the accounting, preservation of electronic documents of the National Archival Fund and electronic information resources and the use of their information.

As we can see, Ukraine as a whole has all the prerequisites for ensuring an effective process of long-term storage of electronic resources, which is very important for the development of e-government in the executive branch.

However, it is worth agreeing with I. Klymenko regarding the fact that creating a reliable single repository for documents and knowledge, it is necessary to provide a procedure for easy access, inquiries to it for both civil servants and clients of public institutions from anywhere and at any time [22, p.61]. In addition, as the number of electronic documents is growing rapidly every year, there is a problem of preservation of these documents, in particular those created in public authorities, institutions and organizations. The urgency of this problem is due to the need to solve the problem of permanent, long-term (more than 10 years) storage of electronic documents that accumulate so rapidly with the constant improvement of information technology and systems in state enterprises and institutions, as well as simplifying access to them [23, p. .225].

It is interesting to note that the archive storage system must include such subsystems as tape or disk libraries; specialized infrastructure of server access to storage devices; stored data management software; service quality management

system and centralized backup and recovery system. Today, the most common software products that serve archival storage of electronic documents and are the most functional are Qstar HSM from Qstar Technologies (USA) and "Saperion" from the German company Saperion AG (Berlin / Zurich) [23, p.225-238]. The main advantage of these software products is that they are designed with the requirements of archival storage of documents, the disadvantage is the high cost.

Electronic archives are organized depending on the tasks of the archive for data storage and economic opportunities of a particular institution. Most often, data is stored on hard disks, using common software products, storing copies on tapes, optical disks, disks made by UDO technology (Central State Electronic Archive of Ukraine, archival departments of UkrINTEI, National Library of Ukraine named after VI Vernadsky, Kyiv and Crimea laser observatory, Hydrometeorological Center and others).

The innovative breakthrough and progress of society over the last decade in the field of BigData, innovative technologies and public administration are associated with the use of blockchain technologies.

The profile technical committee of the International Organization for Standardization (ISO) TC307 "Blockchain and distributed ledger technologies" considers the following definitions :

Distributed ledger is a register that is stored in a distributed, decentralized manner on a number of network nodes, rather than centrally located in one specific location.

Blockchain - a type of distributed registry technology in which confirmed and verified groups of transactions are stored in blocks connected to each other in the rack against unauthorized interference and allows only the addition of a chain starting with the primary block (genesis block), and in which each block contains a hash of the previous block of the chain [24].

The essence of the blockchain concept is the idea of distributed, decentralized storage of registry entries on a number of network nodes, rather than centrally in one place. Typically, transactions registered in a distributed registry involve several parties, and each party has its own copy of the records of the transactions in which it participates.

One of the main tasks of Distributed Ledger Technology (DLT) is to provide secure, resilient online transactions between parties. Using DLT technology requires a process that ensures the same instances of the transaction record on all nodes where such a record is stored, as well as the consistency of the contents of the record by the parties involved in the transaction. The set of entries in the distributed register must be verified and audited.

According to experts from the International Organization for Standardization (ISO), blockchain technology and distributed systems are becoming an important new direction in the development of information technology, they can be used in many areas to solve a wide range of problems. Based on these technologies, it is possible to create new solutions that will have great potential, especially in cases where transactions between individuals or organizations require reliable and immutable documents, without the involvement of a trusted third party.

Blockchain technology allows to optimally solve the above problems, minimize costs on the part of participants in electronic interaction, opens new opportunities in the creation and management of electronic registers and their promotion in a network economy. Blockchain technology can be implemented to solve information management problems.

In particular, O. Danilchenko believes that blockchain technology can be adapted to carry out any transactions, one way or another related to the registration, accounting or transfer of various assets (financial, tangible and intangible); at the same time, neither the type, nor the number of participants, nor their geographical location matter, which may change the very model of public administration in the future [7].

Areas in which the use of blockchain in the public sphere is possible are:

1. Electronic document management.
2. Public opinion poll.
3. Audit of public procurement.
4. Protection of intellectual property on the basis of smart contracts.
5. Redistribution and exchange of excess energy between network users.
6. Maintaining registers of bank guarantees.
7. Tracking drug supply chains.
8. Maintaining patient registers in the medical field.

A separate case of the use of blockchain technology is the system of public administration. Blockchain technology allows you to maintain decentralized state registers, including registers of ownership of land, real estate, etc., it can be used as a file storage of huge amounts of information, allowing you to effectively manage any assets or information through high transparency.

In April 2017, the State Agency for E-Government of Ukraine and BitFury signed a memorandum of cooperation in the field of blockchain technologies [25]. The project involves the transfer of all government data stored electronically to the blockchain platform. It is planned to transfer state registers, social services, security, health care and energy bodies of Ukraine to the new system. As a result, it will allow the Government of Ukraine to control all changes in state assets, including the results of privatization tenders. According to K. Yarmolenko, Advisor to the Head of the

State Agency for Electronic Government of Ukraine, the Ministry of Justice of Ukraine in 2017 is ready to introduce blockchain technology in the system of sales of confiscated property "SETAM" and in basic registers, as technology prevents fraud in state registers as inside when bribing an administrator or registrar, and externally when cyberattacks take place [26].

The development of blockchain technology gives impetus to new implementations of e-government, especially in the field of information security from falsification. Data on citizens, real estate, certificates, permits, property rights, etc. after entering in the state blockchain registers is almost impossible to change. Data from state registers can be used as full-fledged documents that have legal force and are available to all stakeholders.

However, along with the advantages of blockchain technology, certain disadvantages should be taken into account.

Existing blockchain solutions are optimized to manage "tokens", which are different types of assets, and are not suitable for storing documents, because the documents themselves do not fit into the blockchain (otherwise due to the rapid increase in volume it would be extremely difficult to maintain copies of the register on numerous computers). The blockchain in this case stores only hashes of documents or documented information, i.e. the blockchain solution acts as a trusted timestamp system that operates without the use of traditional public key infrastructure (PKI).

According to the current legislation, in some cases changes should be made to the register: this may be necessary, for example, by a court decision that declared certain agreements invalid. However, the world community of experts is much more concerned about the legislation on personal data protection and privacy, especially in its European version, which provides for the "right to be forgotten" and considers the right to personal data protection as a fundamental, inalienable human right. he cannot refuse.

Information systems rarely exist for more than 10 years. Using a blockchain to store permanent storage information (such as land cadastres) is risky because it is unclear what will happen if the blockchain solution is decommissioned.

A quantum computing revolution is expected in the coming years. Quantum computing is essentially a parallel computing system capable of much faster search for options when solving cryptographic problems. Their emergence may require the replacement of all existing cryptographic algorithms, which will most directly affect the security of existing blockchain solutions and trust in them.

The legal security of a blockchain system can be ensured if its development, implementation, operation and decommissioning are carried out in such a way that

over time, despite changes in legal, technological or social conditions, the following requirements are met:

- documents stored (or managed by) a blockchain system must retain their business or legal value for as long as necessary;
- interaction with courts and regulators (especially in situations where courts will request documents or information or require them to be deleted, modified or blocked) should not have catastrophic consequences for the system (say, by violating the principle of record-keeping);
- it should be possible (technical and legal) to submit certain documents to the court or the regulator (it should be determined who and how will certify them);
- the authenticity, integrity, usability and confidentiality of both the system itself and the documents stored in it should be ensured so that it can be demonstrated to the regulator and the court;
- comply with existing legal and regulatory requirements for storage and protection of personal data;
- it should be clear who is responsible for the proper functioning of the system and who compensates for the losses;
- operators (or the stakeholder community) should monitor legislative and regulatory changes and take appropriate action;
- make efforts to solve the problem of ensuring long-term storage of information in the blockchain.

A key innovation in the use of DLT-systems is a new model of trust, which, unlike traditional systems, does not rely on the authority of the organizer and trust of its participants, nor on the rules of specific jurisdiction and generally does not require the use of trusted third parties. including certification centers and timestamp services. The DLT system itself seeks to become a universal intermediary that organizes direct interaction between the parties to transactions.

A number of states are already using blockchain solutions as an additional tool independent of the state and some specific commercial organizations to ensure the credibility of electronic data and documents.

The important point is that in a blockchain system built on the type of bitcoins, there is neither an official owner and jurisdiction, nor an operator to which claims and claims could be made (which, depending on the circumstances and tasks, can be as good , and bad).

Such uncertainty can be useful where, for example, it is necessary to circumvent barriers to cross-border cooperation related to the sovereignty of states and to limit the ability of individual states to interfere in the management of the system, seize information and impose sanctions. A blockchain solution can be intentionally created as a neutral trusted intermediary "without citizenship". Due to the lack of an official

owner and operator, it is difficult for law enforcement agencies in a particular country to access confidential information belonging to DLT participants.

The fundamental distribution and / or decentralized blockchain solutions make them catastrophic as well as resistant to the influence of certain states.

It follows from the general considerations that solutions based on blockchain and distributed registry technologies can be quite effective as a tool to support initially decentralized and non-centrally controlled activities and processes. Conversely, traditional solutions should be expected to continue to be more effective where activities are centralized or centrally controlled.

Summarizing the above, we conclude that the main problems of information security in electronic document management in the executive branch are the following:

1) imperfection of legal support (lack of information security strategy in electronic document management, lack of unity in policy to address this issue, the powers of which are vested in a number of executive bodies, conflicts in existing regulations on the use of electronic digital signatures, etc.);

2) inefficiency of technical, technological, organizational, personnel, financial, methodological support of the electronic document management system;

3) inefficiency of functioning of the uniform information infrastructure in executive bodies, lack of the adjusted interdepartmental interaction, coordination and control, etc. ;

4) the lack of adequate mechanism of protection of information in electronic document management provided by the executive authorities;

5) high level of information risks associated with the vulnerability of the information society from harmful or poor quality information, widespread cases of fraud and industrial espionage in electronic networks and the Internet, cybercrime, unauthorized and illegal influence of outsiders on the process of electronic document management destruction of information, software that ensure data processing or operation of hardware and systems, etc.

Solving these issues will increase the efficiency of electronic document management, which is the basis of modern e-government, the quality of procedures for providing and receiving electronic services by citizens and businesses, openness and transparency of the executive branch in Ukraine.

The advantages of electronic archives for storing electronic resources of executive authorities are as follows:

1) higher level of information security (protection against unauthorized access, etc.);

2) reliability of preservation (less risk of damage, loss and destruction of documents, etc., the possibility of almost "eternal preservation");

3) operative search of documents;

4) the possibility of simultaneous use by many users of the same resource, document;

5) the possibility of remote access to the electronic archive and others.

The success of the introduction of blockchain technologies in e-government depends on solving the following tasks: implementation of a legally verified and controlled mechanism for entering information / data into state registers (blockchain technology guarantees only the consistency of data, not their accuracy and reliability); management of access rights to data registers and contracts in terms of roles and smart contracts; introduction of a multidimensional user identification system based on biometric data; implementation of global data synchronization (guarantee that the execution of any operation at any time and in any node will give the same result); development of a mechanism for validating user interfaces; end-to-end use of Data Center resources. Barriers to the use of blockchain technologies can be: legal restrictions, novelty of technology; lack of knowledge and skills of staff working with technology; lack of sufficient state support and high cost.

Since blockchain technology is a document management technology, its further development would benefit from the application of theoretical and practical knowledge accumulated by archival science.

Currently, the technology is not ready to guarantee long-term storage of legally relevant information and documents at intervals of about 10 years or more, so its use for archival storage is associated with serious risks. It can be used in the presence of a thorough legal and regulatory framework and the formation of judicial practice in the management of documents in the short and medium term.

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INFORMATION AND ANALYTICAL SUPPORT OF PUBLIC ADMINISTRATION IN THE FIELD OF INSURANCE

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The article is devoted to the issues of information support of public administration in the field of insurance, change its role in the context of administrative reform and implementation of European principles and standards of public administration. The study focuses on the study of the features of administrative and legal means of public administration, necessary for the regulation of relations between the subject's insurance market and other participants in insurance relations. As a result of scientific research, the authors determined that public administration in the field of insurance, being an important part of public administration, performs regulatory, control and organizational, informative functions in the insurance sector, thus ensuring the sustainable development of insurance activities, as well as in general promoting the democratic development of the state and society at the level of European standards.

The key trend of the beginning of the third millennium is the transition of mankind to the era of information society, accompanied by an unprecedented growth of the role of information and knowledge in all spheres of society in general and in public administration in particular. The world information space has already been formed, which determines new forms of social relations and management, mass communication and interaction, way of life and way of thinking. There is an active shift and complication of various and diverse social processes that are beginning to interact with each other and flow into the global information space as elements of the global network structure of mankind.

New paradigms of culture, economy, and public administration are emerging. In such conditions, the problem of conceptual rethinking of the place and role of knowledge, information, information technology in the system of public administration, including - information and analytical support of public administration in the field of insurance, is extremely relevant.

The new paradigm of public administration in the information society era presupposes the transition from administrative-command forms of organization of management processes to information-structured ones, because in new conditions effective governance can be provided only by public administration decisions based on complex, systematic and logical information. Information resources and

information processes in general become the main prerequisites for the effective functioning of public administration systems. This requires public authorities to implement systems and structures of information and analytical support of government agencies, the use of new forms and technologies of information use, new technologies for its collection, processing and analysis, creation and interaction of information databases and more.

In modern conditions, any decision-making of public administration and construction of a strategic course of development of the state and society should be based on proper information and analytical support, preliminary development of alternatives to such decisions and qualified assessment of each of them.

The subject of public administration, the head of the authority, should always take into account the probability of the emergence of new aspects of the problem situation, as well as the possibility of new problem situations in the course or as a result of the management decision. Thus, the effectiveness of public administration decisions and processes of public administration in general at the present stage directly depends on the availability and quality of functioning of systems, services and structural units for information and analytical support.

The essence and content of public administration in the field of insurance. Carrying out administrative reform, changing the basic principles of building domestic administrative and legal institutions, implementing European principles and standards of public administration make it necessary to review and reassess the importance of public administration in regulating public relations, in particular in the field of insurance. After all, insurance is an integral attribute of modern life, which, firstly, provides reliable protection of property interests of individuals and legal entities through the implementation of a mechanism to prevent or reduce the consequences of predictable or unforeseen events (insured events); secondly, having great investment opportunities and significant potential for national and regional innovation and investment programs, contributes to the continuous reproduction and development of the economy; third, being an important component of the financial system, acts as a guarantor of financial stability and economic security of the state as a whole. However, such a role of this institution becomes possible only with the appropriate level of development of the insurance market and effective state regulation of insurance activities, in which the coordinated actions of public administration aimed at regulating relations between insurance market participants are of paramount importance.

Despite the fact that public administration has become widespread in recent years, today it should be noted the lack of a legislative definition of this concept. Therefore, it is necessary in the study to study the scientific developments of scientists, which highlights public administration as a systemic phenomenon that has

specific societal values to ensure the provision of administrative services in accordance with European standards by implementing the principles of democratic governance.

In particular, V. Kolpakov, considering the forms of public administration, defines public administration as the activity of public administration entities to implement their functions within the established competence [1, p. 43].

Public administration is a close concept to public administration and some researchers often identify them. However, agreeing with the opinion of V. Martynenko, it should be noted that public administration is a form of public administration, which is carried out by representative bodies of democratic governance through their executive structures [3, p. 20–21]. Supporting this position, K. Kolesnikov notes that public administration is a component of public administration, the purpose of which is to ensure the democratic development of the state and society at the level of world standards through the use of the latest management methods and technologies [4, p. 44].

N. Obushna, substantiating the theoretical foundations of public administration as a qualitatively new model of public administration, emphasizes that public administration was the basis of the mechanism of implementation in practice of classical management theory in the public sector, which preceded the emergence of modern management theory. which is reduced to the effective functioning of the entire system of political institutions. At the same time, the peculiarities of public administration are ensuring the implementation of government decisions through the use of democratic, public, liberal forms and methods of managing social and economic development of society, which is only part of public administration [5, p. 54–58].

Sometimes scientific sources use two approaches to define public administration: 1) in the narrow sense, when public administration is understood as a professional activity of civil servants, which includes all activities aimed at implementing government decisions, studying, developing and implementing government policies; 2) in a broad sense, public administration is seen as a coordinated action of the legislature, the executive and the judiciary on public affairs, which differs significantly from private sector administration, but involves a significant number of private groups and individuals working in different companies or communities; are important in shaping public policy and are part of the political process. It is in a broad sense that the concept of "public administration" in the modern domestic scientific literature corresponds to the concept of "public administration" [6, p. 4].

In the theory of public administration, public administration is presented as: a kind of management activities of public authorities, through which the state and civil

society provide self-government (self management) of the entire social system and its development in a certain direction [7, p. 488]; management activities of executive authorities, local governments, other public authorities, which provides influence on the social system as a whole through appropriate forms, mechanisms, tools and procedures, while ensuring the movement of the social system and its development in the necessary direction [8, p. . 149].

Thus, public administration in the field of insurance is an important component of public administration, the content of which is the activities of public administration, aimed at implementing laws and other regulations by making administrative decisions to ensure the interests of insurance entities and providing statutory administrative services to insurance market participants.

In the field of insurance, a significant number of entities are endowed with public administration powers. Analysis of the nature of these powers and taking into account the extent of their impact on the insurance industry allows to distinguish between general and special subjects of public administration in this area. Common subjects include the President of Ukraine, the Verkhovna Rada of Ukraine, the Cabinet of Ministers of Ukraine, ie those subjects of public administration that determine the general principles of socio-economic development of the state, the main directions of state policy and legal principles of regulation of insurance relations. and approval of insurance market development programs, control the financing of these programs, etc. The main tasks of the general subjects of public administration in the field of insurance are the implementation of their rule-making activities and the performance of control and supervisory functions.

The activities of special subjects of public administration are directly related to the implementation of state policy in the field of insurance at all levels (national, regional, local). Such entities may include the authorized body exercising state supervision over insurance activities, the Ministry of Finance of Ukraine, the State Regulatory Service of Ukraine and other state bodies and local governments whose activities are aimed at providing administrative services to insurance market entities, conducting inspections activities of insurance organizations in order to improve analytical and information-accounting support, information-advisory work, etc.

Despite the active changes as a result of measures to optimize the system of central executive bodies, one of the problems of public administration is the duplication of the same powers, which leads to irrational use of human resources, significant financial costs, development of identical regulations and operational documentation, and in general to reduce the efficiency of the system of public administration in the field of insurance. According to the Draft Law of Ukraine “On Amendments to Certain Legislative Acts of Ukraine Concerning Consolidation of Functions on State Regulation of Financial Services Markets” № 2413a dated

20.07.2015, the functions of control and supervision over the insurance market are to be transferred to the National Bank of Ukraine. The analysis of this bill shows that the reform of the system of state regulation of the financial market of Ukraine meets modern global trends of consolidation of control and supervisory functions in a single institution and is the basis that creates conditions for economic growth and implementation of tasks towards integration into the European and world community. However, these changes need to be implemented only in an evolutionary way, which will allow a gradual transition to a system of mega-regulation by strengthening financial services markets, universalizing financial institutions, unifying regulatory and supervisory rules, and eliminating legal conflicts and contradictions between a number of laws and conditions of state regulation of the financial sector of the economy.

European principles of administrative law play an important role in the transformation of administrative and legal institutions and the reform of the public administration system. Despite the fact that these principles have received only a fragmentary consolidation at the legislative level (for example, in the Code of Administrative Procedure of Ukraine of 06.07.2005), they are recognized at the doctrinal level and form the basis for implementing democratic standards of public administration, in particular insurance [9, p. 128]. Their perception in the legal field contributes to the effective implementation of the "human-centric" concept of state activity, which provides for the priority and ability of people to exercise their rights in relations with public administration, which ensures an appropriate level of relations between public authorities and individuals.

Examining the content of public administration in the field of insurance, it should be noted that the activities of public administration entities can be expressed in both legal and non-legal form. Legal forms of public administration in the field of insurance include those whose use causes legal consequences (for example, the adoption of regulations and individual acts on insurance, establishing rules for the formation, accounting and placement of insurance reserves and reporting indicators, registration and other significant actions). Non-legal forms include those whose use has no direct legal significance (for example, conducting audits, various meetings, consultations by public administration entities authorized to act in the field of insurance) [1, p. 47–48].

In carrying out their activities in the process of regulating insurance relations, public administration entities use a variety of administrative and legal means, ie the whole set of techniques and methods necessary to implement state policy in the field of insurance and protect the rights and interests of insurance market participants. Among the administrative and legal means of public administration in the field of insurance, registration and control means are of special importance.

The peculiarity of the use of registration tools by public administration entities is due to the fact that insurance activities are possible only after registration of the insurance company and obtaining a permit (license) for the relevant type of insurance in public administration bodies or their structural units. Registration activities within the public administration in the field of insurance are carried out in order to officially recognize the legality of the insurance organization, giving insurers rights and responsibilities, accounting for insurance reserves, etc.

Equally important are the control tools of public administration in the field of insurance, because control and supervision, which is closely related to it, are aimed at ensuring sustainable development of the insurance market and the efficiency of insurance activities, which, in turn, significantly affects the organization of market competitive relations, achievement of economic, social and other goals of the state. Implementation of control means by public administration bodies and their structural subdivisions ensures inspections of correctness of application of insurance legislation by subjects of insurance activity and reliability of their reporting, control over insolvency of insurers in accordance with their insurance obligations to policyholders.

Mechanisms of information and analytical support of public administration in the field of insurance. Management activities in the field of insurance are carried out by issuing organizational and administrative documents. Documentation is used as a way and means of implementing management functions. In this case, the documents contain information that must be securely stored for some time.

Recently, the management functions have become significantly more complicated and the scope of tasks assigned to insurance bodies has increased, and the requirements for the quality of documents are changing. At the same time, information technologies are being actively introduced as a means of automating processes related to documented information. In addition, new legal objects have appeared in the legislation - electronic document and electronic digital signature, new forms of relations based on electronic document circulation are being developed.

On the agenda in Ukraine is the issue of intensifying the introduction and development of electronic public administration in all spheres of society, one of the important components of which is electronic document management. This will allow to obtain such important qualities of public administration as the efficiency of electronic documents exchange, the possibility of their remote processing, approval and signing, will ensure the accumulation and general availability of arrays of documents, will make it natural to create and use electronic archives.

The basis of information and analytical support of the organization is primarily the processing of documents that are subject to creation, recording and accounting in a certain form.

Documents are used in various fields of knowledge, areas of human activity and social life. They are the object of study of various scientific disciplines and therefore the concept of the document is ambiguous and depends on in what field and for what it is used.

For the introduction of electronic document management before insurance companies, first of all, the task of creating a regulatory framework that ensures its implementation through proper organization of relevant processes and compliance with requirements for paperwork, unification of organizational and administrative documentation systems, development of a single state system of office work, a single system management documentation, etc. It should also be the basis for the settlement of relations between entities in such qualitatively new areas of activity as e-commerce, e-commerce, electronic reporting, provision of electronic (administrative) services through specialized information systems and public networks, including the Internet.

To this end, two basic laws of Ukraine were adopted: "On electronic digital signature" [10] and "On electronic documents and electronic document management" [11]. It should be noted that the provisions of the first of these laws meet the requirements of Directive 1999/93 / EC of the European Parliament and of the Council of 13 December 1999 on the system of electronic signatures applicable within the Community [12]. With the adoption of these laws, subject to certain requirements, the electronic digital signature was equated in legal status to a handwritten signature (seal), established the basic organizational and legal principles of using an electronic document and the use of electronic document management.

The Law of Ukraine "On Electronic Documents and Electronic Document Circulation" [11] regulates relations related to the sending, transmission and receipt of an electronic document. In particular, the sending and transmission of an electronic document is carried out by the author or intermediary in electronic form by means of information and telecommunication systems or by sending electronic media on which this document is recorded. In this case, the electronic document is considered to be received by the addressee from the time of receipt of the author's notice in electronic form from the addressee of its receipt, unless otherwise provided by law or prior agreement between the subjects of electronic document management. Verification of the integrity of an electronic document is performed by verifying the authenticity of the electronic digital signature imposed on it.

In pursuance of these laws, the Cabinet of Ministers of Ukraine adopted a number of resolutions that specified the regulation of relations in this area, in particular:

- "On approval of the Procedure for certifying the availability of an electronic document (electronic data) at a certain point in time" [13];

- "On approval of the Procedure for accreditation of the key certification center" [14];
- "On approval of the Regulations on the central certification body" [15];
- "On approval of the Procedure for the use of electronic digital signatures by public authorities, local governments, enterprises, institutions and organizations of state ownership" [16];
- "On approval of the Standard procedure for electronic document management in the executive branch" [17];
- "On approval of the Procedure for mandatory transfer of documented information" [18].

These regulations, among others, are aimed at creating and developing in Ukraine public key infrastructure (PKI - Public Key Infrastructure) to ensure the use of electronic digital signature, especially the creation of its subjects - the central certification authority and regulatory authority, as well as certification authorities. Creation and maintenance of activity of other subjects of this infrastructure - the centers of certification of keys, including the accredited centers of certification of keys, is carried out by representatives of business.

Approved by the Resolution of the Cabinet of Ministers of Ukraine "Standard procedure for electronic document management in the executive branch" [17] establishes general rules for documenting management activities in electronic form and regulates the implementation of electronic documents from the moment of their creation or receipt to send or transfer to the appropriate archive. In this case, all other actions with electronic documents are performed in the authority in accordance with the requirements for actions with documents on paper, provided by the instructions on the records of this body. The Standard Procedure applies to all electronic documents created or received by a public authority.

In this case, each insurance company, regardless of ownership, specifies for its needs the general rules of documentation in electronic form and regulates the performance of actions with electronic documents in accordance with the law.

Enterprises, institutions and organizations carry out electronic document management only if they use reliable means of electronic digital signature, which must be confirmed by a certificate of conformity or a positive opinion on the results of state examination in the field of cryptographic protection of information received from the State Special Communications Administration. public key certificates from their signatory employees. In this case, electronic document management is carried out through special telecommunications networks or public telecommunications networks, and the sending of electronic documents through public telecommunications networks is carried out by the decision of the head of this body.

According to the law, the electronic document management system must meet the requirements of regulations in the field of information protection. In particular,

this applies to the provisions of the Law of Ukraine "On Information Protection in Information, Telecommunication and Information-Telecommunication Systems" [19] and the Resolution of the Cabinet of Ministers of Ukraine "On Approval of Rules for Information Protection in Information, Telecommunication and Information-Telecommunication Systems" [20].

Creation of archives of electronic documents, their submission to archival institutions of Ukraine and storage in these institutions is carried out in the order determined by the legislation. In particular, the order of the State Committee of Archives of Ukraine approved the "Procedure for storage of electronic documents in archival institutions" [21].

Unified mandatory information security standards have not yet been introduced for insurance companies in Ukraine, although such standards have long been applied by foreign insurers. Given that the information security policy of banking institutions is developed independently, today domestic insurers, based on foreign experience and experience in implementing information security policy in banking and other activities, as well as international information security standards, can independently develop their own information security policy.

Among the international standards of information security (ISO / IEC 27001 and ISO / IEC 27002), the information security policy is described by the standard ISO / IEC 27002, the latest version of which was released in 2013. The ISO / IEC 27001 standard is used to implement the information security management system. It prescribes the algorithms according to which the information security system should be implemented [22], while ISO / IEC 27002 provides explanations, describes in detail the steps for system implementation, includes recommendations and explanations for the prompt and correct implementation of all requirements [23]. In case of introduction of the information security system the company receives the certificate on assignment of the standard ISO / IEC 27001.

To improve and enhance the effectiveness of administrative and legal regulation of compulsory civil liability insurance of motor vehicle owners, we propose to change the outdated procedures of interaction and build a mutually beneficial partnership between insurers and policyholders, increase the level of social protection of car owners.

In December 2017, the Motor Transport Insurance Bureau offered a new possibility to quickly resolve the accident without the need to call the police - an electronic European protocol. From now on, every driver can settle the insured event by filling in a simple electronic form of the European protocol from his phone or tablet. Automating this process can significantly reduce the settlement time for drivers involved in the accident and reduce the burden on the police and the judiciary.

In February 2018, an electronic policy of compulsory civil liability insurance for land vehicle owners was launched in Ukraine. Each driver was given the opportunity to enter into a contract directly via the Internet without having to carry a policy form. In total, more than 16,000 electronic policies have been concluded. However, the possibility of concluding an electronic contract is still not enshrined in the relevant law, but is regulated through other bylaws.

The introduction of the system of operative verification of information on the insurance coverage of a car owner by the National Police of Ukraine in the development and implementation of an electronic policy is an effective process of information exchange, which on the one hand will strengthen the car owner's confidence as insurance protection. without additional requests to the central database of the Motor (transport) insurance bureau.

Reforming public administration in the field of insurance through the introduction of digitalization. The model of public administration that was formed in Ukraine during independence remains overly centralized. To change the existing management paradigm, it is necessary to implement systemic reforms aimed at decentralization. Decentralization is characterized by the transfer of power to the local level in order to improve the quality of public services to citizens. Such a large-scale modernization of the public administration system requires balanced approaches and solutions.

For the effective reform of public administration in the direction of decentralization, the political vision of the goals, objectives and mechanisms of such reform becomes crucial. We can agree that during the period that has passed since the years of Ukraine's independence, significant changes have taken place both in the system of state power and at the level of civil society. Such transformational changes require further steps to reform public administration in the new realities. An updated software and conceptual support for its implementation is needed. There is a need for significant theoretical and methodological development and rethinking of many areas of public administration reform. Given that some measures in the field of public reform have been implemented, but over time have lost their relevance, there is a need to significantly adjust strategic and tactical approaches to public reform in a decentralized environment. The task of public administration reform in the context of decentralization should be not only to change the functions and structure of the public authority, but also to radically change the entire system of public administration in Ukraine, to identify and implement mechanisms for continuous improvement and self-improvement of public administration.

The creation of digital infrastructures is a major factor in expanding citizens' access to the global information environment and knowledge. In 2011, free access to the Internet was recognized by the UN as a fundamental human right - digital law.

Therefore, the need for access to information on administrative services and the possibility of influence and legal support must be provided by the authorities and is the basis of public administration.

The interaction between public authorities and the citizen should be based on the openness and quality of services provided by the state and is impossible without appropriate technological support, which is evolving from informatization to digitalization of public administration.

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Ukraine demonstrates insufficient progress in the transition of e-government to digitalization of public administration and harmonization of digital markets towards achieving the goals proposed by the EU for the Eastern Partnership countries in the Joint Working Document "Eastern Partnership - 20 Expected Results by 2020" [5]. In this situation, in order to move to practical and effective actions in all areas of digital harmonization in Ukraine, a set of strategic documents should be developed, synchronized with each other and supported by careful analysis.

In the legal field, the introduction of digital governance in Ukraine is defined by the Concept of Development of Digital Economy and Society of Ukraine for 2018-2020, which was approved by the Cabinet of Ministers of Ukraine dated January 17, 2018 №67-r and can be considered a plan of action and digital agenda of Ukraine.

This Concept is a short-term and initial tool for the development and stimulation of domestic markets for consumption, implementation and production of digital technologies, contains a vision of economic transformation from traditional to efficient digital.

It identifies priority steps to implement appropriate incentives, create conditions for digitalization in various sectors of the economy and public life, challenges and tools for digital infrastructure development, acquisition of digital competencies by citizens, and identifies critical areas and projects of public administration. Prior to the adoption of this Concept, these provisions were developed by scientists and practitioners in this field during the preparation and continuation of work on the implementation of the project "Digital Agenda of Ukraine - 2020".

A new generation of talented, ambitious and patriotic Ukrainians, with the help of Western partners who have already passed this path and are helping to implement it in Ukraine, is developing and implementing tools for public control over service activities and digitalization of public administration.

In particular, the EGOV4Ukraine project will improve the process of providing public services at these levels through the development and implementation of the state data exchange system “Trembita” and the information system for administrative service centers “Vulyk”. These information and communication technologies will make the work of public administration more transparent and efficient, and the process of providing such services and access to databases more efficient, easy and transparent.

Summing up, it should be noted that public administration in the field of insurance is an important component of public administration, the content of which is the activities of public administration to ensure the interests of insurance entities and provide statutory administrative services to insurance market participants through administrative acts (adoption regulations and operational acts, conducting audits, consultations, etc.). In the process of carrying out their activities, public administration entities perform a number of functions, including regulatory (development and adoption of regulatory and methodological documents on insurance activities), control (control and supervision of insurance companies) and organizational (defining the principles of the insurance market and the organization of relations between participants in insurance relations), which ensures the regulation of relations between insurance market participants and other participants in insurance relations, sustainable development of insurance activities and generally contributes to democratization of social processes at world standards.

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THE PROBLEMS AND POSSIBILITIES OF INFORMATION TECHNOLOGIES INTRODUCTION IN PUBLIC ADMINISTRATION

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In the period of intensive development of the information society, information as a resource has a crucial role in management technologies and processes. Building an information society today is one of the priority tasks of Ukraine, which is declared in many state regulations, concepts, programs and development strategies, articulated at numerous scientific and professional events. In the development of the information society, information technology is the main driving force that will contribute to the further development of the country. But, today, unfortunately, we see a trend when information and communication technologies are increasingly developing in the private sector, while public authorities, in particular at the regional and local levels, use a bureaucratic form of government.

The aim is to identify existing problems in the implementation of information technology in public administration and provide proposals for the prospects of optimization of information technology at the state level.

The study identifies the main problems that arise in free access to information, identifies the main components of the efficiency of public administration, identifies problems that arise in the implementation of information technology, describes the main components of the information space, indicates the consequences of development and dissemination of information technology, established relationship public administration and information society, the functions of information technology in public administration, examples of the use of information technology in Ukraine, indicators of the level of information technology implementation, key shortcomings of information technology in public administration, analysis of the use of information technology by foreign countries, the role of the state in information technologies, proposals on optimization of information technologies in public administration are given, the place of e-government in public administration is defined lazy.

With the development of modern information and communication technologies and their application in all spheres of life, as well as with increasing quantity and quality of information, the processing of which is impossible without the proper introduction of information technology, the question of forming a state policy for information society. The formation of the information society has forced to reconsider the priorities of state information policy leading countries, develop and

implement government programs aimed at promoting the formation and development of the information society or its individual components: the use of the Internet and electronic services.

The state policy of information society development should be formed on the principles of a democratic state with market relations, and first of all to observe the international and constitutional right of every citizen to freely seek, receive, transmit, create and disseminate information in any lawful manner. Rethinking and developing new mechanisms for regulating relations between citizens, their associations and the state is one of the conditions for the country's transition to the information society.

The development of the information society inevitably leads to the transformation of the public administration system. Large-scale development and implementation of information technology at all levels of management and communication, the spread of independent information and communication technologies determines the need to change the management mechanism. This is due not only to the need for the state to provide basic political, economic, social, technical, technological prerequisites for the formation and application of e-democracy, but also the full transition to e-government. In the new conditions, the system of public administration must be fully adapted to the needs and requirements of the information society, in which information and knowledge, free access and opportunities for their exchange are the main drivers of social and economic transformation.

In today's world, information is a strategic national resource, one of the main wealth of the state, which plays an increasing role in public administration. In Ukraine, the state information policy is implemented - a set of main directions and methods of state activity for the receipt, use, dissemination and storage of information.

An important factor in the use of information and communication technologies by managers is the development of civil society, which includes mutual understanding and trust, taking into account the interests of each and the pursuit of common constructive goals, development of communication channels between citizens and the state. A wide range of opportunities for the use of information technology allows to some extent to improve the quality of public authorities. Consequently, to improve the quality of life of society.

The use of information technology in public administration provides an impetus to increase the efficiency of public administration mechanisms based on the creation of a common information technology infrastructure, including public information systems and resources, as well as tools to ensure their functioning, interaction, population and organizations, public services [1].

At the same time, in all processes of formation and development of the information society the process of state management of these processes acquires extreme urgency. The formation of the information society leads to a change in the goals, priorities and values of social development and the entire structure of the national economy. The main emphasis is shifted to the development and effective use of human potential, defining its value system and effective motivation structure. The transitional stage of development of modern Ukrainian society necessitates a change in the system of public sector management and in professionals with a high level of competence in the field of management of public organizations. Adherence to the imperative of human values is important not only for the organization of effective work of public authorities and the establishment of interaction between public authorities and the public, but also for the importance of receiving feedback.

Politics and information are interdependent phenomena that influence each other in the process of public administration. Indeed, the quality of information and its availability, modern information technologies that radically increase the volume and speed of information dissemination, cause profound changes in the policy of a particular state, have a significant impact on the nature and systems of power. , respond to recurring circumstances) [2].

Public administration is based on information - information is used to make management decisions, and as a result of decisions, new information is formed. This process is continuous, large-scale, deployed "vertically" and "horizontally" of management structures, and therefore requires systematization, application of automation and the creation, ultimately, of information technology [3].

In modern conditions, with a significant increase in the amount of information, there is an acute problem in optimizing the information support of the executive branch. According to I. Lopushinsky's observations [4], the needs of operative receipt, analysis, processing of large arrays of information, collective work on preparation of documentation, rendering of administrative services to the population, stimulate civil servants to apply in their activity complex automation of office processes.

Ukraine's path to the information society is a path through the stabilization of property relations in the information sphere, through the formation of regulatory mechanisms that protect investors, producers and consumers of information products and services. In our opinion, the concept of the state information policy in the conditions of the transition period to the new system of property relations should take into account the special role and responsibility of the state. It should take into account the advantages of Ukraine:

- advantageous geographical location between trade and information and communication flows West-East;

- high professional level of personnel employed in the information sphere [5].

As weaknesses, it is necessary to note a large share of the equipment which is already obsolete, in the fixed assets of the enterprises and the organizations connected with information service; uneven distribution of information potential and research centers throughout the country; the destruction of scientific schools and the difficult financial situation of science; lack of a full cycle of production of basic information technology (computers and telecommunications equipment).

Thus, at the same time, political structures influence the information processes in the state, the degree of their openness, delivery processes, and the nature of transmission to the consumer. The most well-known and simple form of power control over information processes is censorship, when the state, with the help of specially appointed and responsible officials, "manages" the content of printed and other information materials.

An effective means of regulating the relationship between government and information is the law, which restrains the arbitrariness of both parties, which provides for the existence of mutual incentives and restrictions. Practice shows that the legal way of regulating this kind of relationship is the most effective and acceptable for most members of society. It is less prone to distortion during operation, its elements are well known and exclude arbitrary installations [6].

In addition, the adoption of the legal norms themselves is usually in the form of open discussion. Therefore, the primary attention of state authorities, political associations and the scientific community should be focused on solving the problem of developing the conceptual foundations of state information policy and the formation of information legislation of Ukraine, taking into account the main features of the current stage of Ukrainian statehood.

Mainly, the efficiency of the public administration system can be characterized by three components:

- the effectiveness of interaction with citizens and businesses;
- the efficiency of the internal work of each institution separately;
- the effectiveness of interaction between authorities.

Information technology is not a panacea, but with its help, it is possible to significantly increase the efficiency of all these three links [7].

The introduction of information technology, as practice shows, leads to the optimization of organizational procedures, making them simpler and more logical. The results expected from the introduction of information technology can be divided into two classes - strategic and tactical.

Tactical results are mainly related to cost reduction. They are quite easy to identify and measure. The benefits in monetary terms can be calculated by calculating how many physical filing cabinets can be taken, how much space can be freed up,

how much staff can be reduced (or at least avoided), and how much time organizations and citizens will interact with. authorities, etc.

The expected strategic results are an improvement in the quality of management decisions, increasing public confidence in government, a significant reduction in direct and indirect public spending on the maintenance of government [8].

Based on the current legislation, namely: the Law of Ukraine "On Information" [9], the Law of Ukraine "On the procedure for covering the activities of public authorities and local governments" [10], it is appropriate to state that the management of public authorities is information activities, after all, all decisions are made on the basis of functioning documentary and information resources. And in modern conditions, a feature of management is the use of the latest information technology to support decision-making in order to ensure the effective functioning of the system.

In addition, according to the Law of Ukraine "On the National Informatization Program" information technology is a purposeful organized set of information processes using computer technology that provide high speed data processing, fast information retrieval, data dissemination, access to information sources regardless of their location location [11].

This causes problems related to:

- 1) the adequacy of the information resource of the state and the needs of society;
- 2) the efficiency of the use of this resource by the state power in the process of its functioning. These issues are becoming more acute today and are related to solving the problem of openness, publicity or publicity of state power [12].

The formation and development of a single information space of Ukraine involves, first of all, ensuring prompt access to available information resources and work on their involvement in a single information space. Information resources, which are newly formed and joined to the single information space, should be legally available to public authorities, business entities and citizens. The current information management systems of public authorities (central and local), departmental and interdepartmental territorially distributed systems and networks of information collection, processing and distribution can serve as a basis for the introduction of new information technologies.

They should provide the basis for the formation of a single information space of Ukraine and guarantee the combination of new means of information technology with traditional means of dissemination and access to it: print and electronic media, magazines and books, libraries and archives, mail, telegraph and more. In conditions when most regions of Ukraine are insufficiently equipped with modern means of informatization, it is expedient to organize a system of depositories of state information resources, for example, libraries of various types) [13].

The current state of Ukraine's information space hinders its equal entry into the world information society. The work on the development of the information space in the leading countries of the world was and is being carried out on the initiative and under the patronage of senior government officials.

The problem of "openness of power" is one of the determining factors in the state of relations between the state and society, the formation of a mechanism of interaction between them and the influence of the public on the decision-making process. Thus, solving the problem of "openness of power" is one of the key tasks in the direction of further establishment in Ukraine of democratic principles of the state and the establishment of an effective mechanism for the development of the information society [14].

The single information space is a set of databases and data banks, technologies for their maintenance and use, information and telecommunications systems and networks that operate on the basis of common principles and rules, ensuring information interaction of organizations and citizens, as well as meeting their information needs. In other words, the single information space consists of the following main components:

- information resources (IP) - databases and data banks, all types of archives, depository systems of state IP, libraries, museum repositories, etc .;
- information and telecommunication infrastructure;
- territorially distributed state and corporate computer networks, telecommunication networks and systems of special purpose and general use, networks and data transmission channels, means of switching and management of information flows;
- information, computer and telecommunication technologies - basic, applied and providing systems, means of their realization;
- research and production potential in the fields of communications, telecommunications, computer science, computer technology, dissemination and access to information;
- organizational structures, in particular personnel, ensuring the functioning and development of the national information infrastructure;
- market of information technologies, means of communication, informatization and telecommunications, information products and services;
- system of interaction of information space of Ukraine with world open networks;
- information security (security) system;
- mass media system;
- system of information legislation [15].

It should be noted that the means of information interaction of citizens and organizations that provide them with access to information resources are based on appropriate information technologies, such as software and hardware and organizational and regulatory documents. Thus, the information and telecommunication infrastructure is formed by organizational structures and means of information interaction. A characteristic feature of the process of forming a single information space of Ukraine is not only the creation of technologies and technological structure of informatization to ensure the interaction of information producers and consumers, distribution of knowledge accumulated in information data banks, but also taking into account social, economic and political aspects of its formation and integration. world information space.

The introduction of information technology in the activities of public authorities is carried out at an intensive pace. In a number of state bodies the bases of information-technological infrastructure are created, organizational-methodical and personnel maintenance of effective use of information technologies is formed. The purpose of the information system is to provide its users with data that ensure sound and effective decisions by relevant public authorities and management within its competence, as well as the preparation of decisions of higher authorities in compliance with the requirements and principles of world and domestic experience of informatization [16].

Information technology completely overturns the classical theories of management of the industrial age, the basic institutions of which (property, value and market self-organization) are growing.

Among the undeniable advantages and opportunities of the consequences of the development and dissemination of information technology are:

- deepening the gap between developed and developing countries, as well as the emergence of a new gap between post-industrial countries and countries with traditional industrial economies;

- allocation in all countries of the world of groups of people connected with information technologies, and their separation in the autonomous "information community";

- the flow of intellectual resources to the most developed countries with a gradual concentration of information and communication potential in corporations and post-industrial countries;

- slowdown and / or cessation of scientific and technological progress in uninformatized societies with increasing financial difficulties and social degradation outside the countries with information economies [17].

The content of the information society – increased attention to the knowledge that society has and the potential for their development. The content of management

in the public sector is the search for the best ways to use all resources, including intellectual, to achieve the priority goals of the state (Fig. 1).

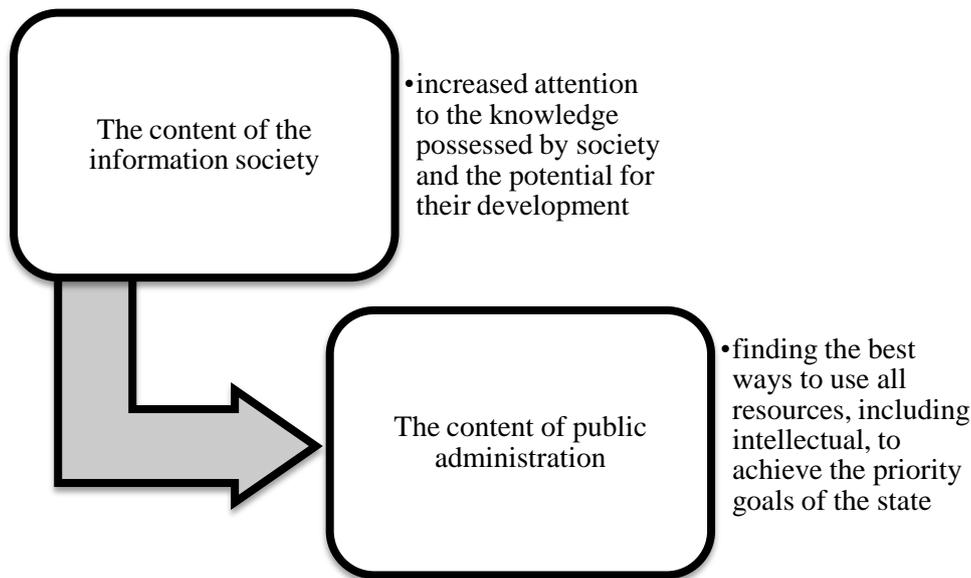


Fig. 1. The relationship between public administration and the information society

Source: generated by the author based on [18-19]

Public administration bodies perform a number of functions, some elements of which have a recurring permanent nature, which requires the process of their automation. Such automation can be both local (preparation of documents, their publication) and general (formation of appropriate databases and their public access). The general nature of automation requires the creation of an appropriate infrastructure. This process is complicated by going beyond one organization and interacting with other elements of public administration. The larger the number of connections, the more complex the information structure. However, such a structure, in contrast to the local one, makes it possible not only to facilitate certain stages of work, but also influences the management decision-making process.

Accordingly, the role of managers in the public sector is to "encourage employees, as well as members of the general public and individual organizations, to work together to achieve results that they may have little direct impact on, given the decentralization of power" [20].

Functions of information technologies in public administration:

- 1) expanding and simplifying access to information and knowledge;
- 2) acceleration, and, accordingly, simplification and reduction in price of any economic, legal and other operations;
- 3) promotion of innovation processes, development of intellectual economy in the state;

4) promoting cooperation and communication between elements of infrastructure, public sectors, development of civil society. The use of information technology is the basis of sustainable development in the areas of public administration, economic activity, education and training, health care, employment, environment, agriculture and science.

An important role in improving the efficiency of information technology is played by the target program, the implementation of which allows to form the necessary prerequisites for the introduction of information technology at a qualitatively new level. It is advisable to consider examples of the use of information technology in Ukraine (Fig. 2).

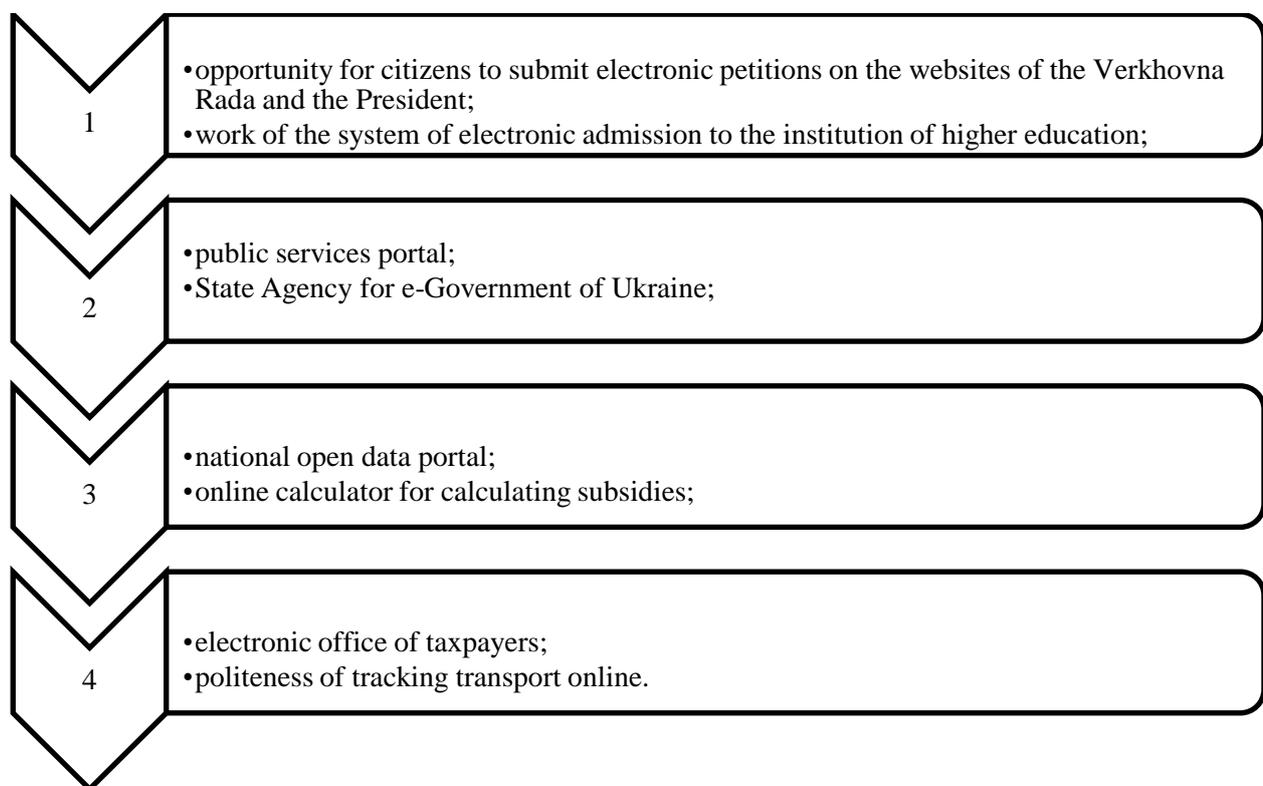


Fig. 2. Examples of the use of information technology in Ukraine

Source: compiled by the author based on [21-23]

However, the widespread use of information technology in public administration can increase the efficiency of: interagency cooperation; provision of public services to the population and organizations; personal and collective work of employees of federal public authorities.

Determining the priorities in the use of information technology in the activities of federal public authorities is based on the assessment of the possibility of obtaining a significant socio-economic result and the amount of relevant resources. Priorities in the use of information technology in the field of public administration are specified

on a regular basis in accordance with the current objectives of socio (economic development) [24].

Recently, Ukraine is making the transition to the informatization of society, which is characterized by the growing role of information in social processes, the speed of its processing, the penetration of computers and modern information technologies based on it in all spheres of public life. The general trend of introducing informatization of public administration at the present stage is to create multilevel information systems in public authorities and their integration into the national system, creating a single information space for all branches of government at the state, regional, district levels (Table 1).

Table 1. Indicators of the level of information technology implementation

Levels	Implementation indicators
at the state level	use of automated document management systems by 34% of employees; 46% of central bodies have web pages and 19% of them provide electronic services; implementation of automatic interdepartmental document flow of 10% of central bodies.
at the regional level	use of automated document management systems in 36% of regional state administrations; availability of web pages in 25% of regional state administrations and provision of services in electronic form by 30% of them; implementation of automatic interdepartmental document flow of 1% of all local executive bodies; 46% of local governments have introduced a system of internal electronic document management; electronic archives of input and output documentation are created in a third (32%) of city councils; 38% of city councils carry out in-service training on e-government.

Source: compiled by the author based on [25-28]

Given the above, it can be argued that the effectiveness of the public administration system can be characterized by three components: the effectiveness of interaction with citizens and businesses; efficiency of internal work of each institution separately; the effectiveness of interaction between authorities.

The key shortcomings of information technology in public administration include:

- lack of a functional harmonious legal framework for regulating legal norms in the field of informatization;
- lack of constructive dialogue with the public, to get feedback;
- low level of legal and political culture of citizens, public awareness of the activities of public authorities;
- the problem of creating a single system of information support. Therefore, only with the active solution of these problems it is possible to fully apply all the latest technologies of today [29].

The introduction of information technology, as practice shows, leads to the optimization of organizational procedures, making them simpler and more logical. Despite the significant achievements of domestic science in the field of research and implementation of information technology in public administration, there are also certain shortcomings, which include: weak protection from a new class of social crimes based on the use of modern information technology (electronic money fraud, computer hooliganism, etc.); the ability to exercise electronic control over the lives, moods, plans of citizens, political organizations; the possibility of using new information technologies for political purposes; use as an information weapon to influence the psyche and consciousness of people [30].

In most developed countries, information technology is the main means of modernizing government activities to improve management, availability of information on the activities of state and municipal authorities. Ukraine has all the prerequisites for the formation of information infrastructure and widespread use of information and communication technologies in all areas. These conditions can be systematized into political, regulatory, organizational, technical, technological, financial.

Therefore, to improve the level of information technology in Ukraine, it is advisable to pay attention to the use of information technology by foreign countries (Table 2).

Table 2. Use of information technologies by foreign countries

Country	Application of information technologies
Estonia	Functioning of the Internet portal "Today I decide", which allows citizens of the republic to take part in governing the state.
USA	Publication of official documents on government Web-sites, electronic payment of taxes, provision of statistical information on the work of government agencies to the population; IT is used in medicine and healthcare.
England	Registration of companies, carried out via the Internet, requires filling out only one form; four levels of "electronic" interaction are used.
Finland	Providing public services to citizens via mobile communications.
Singapore	The Supreme Court of Singapore sends SMS to citizens to remind them of the date of the hearing. Ability to file an electronic lawsuit by citizens.
Bulgaria	The new ICT system combines the passport department with the Ministry of the Interior, the police and the criminal justice system. This allows citizens to obtain a passport within 5-10 minutes.
Germany	Opportunity for citizens to fill out a tax return, renew a driver's license or passport via the Internet. The program also envisages equipping 181 branches of the National Employment Service with free Internet access points for the unemployed and facilitating their employment.

Source: compiled by the author based on [31-37]

As the experience of economically developed countries shows, the greatest success on the way to the information society is achieved by countries in which the state forms and actively implements appropriate targeted policies. The role of the state appears in creating conditions for the development of this process, which include:

- maximum involvement of resources in information production;
- normative-legal and normative-technical regulation;
- support for projects and programs that demonstrate the capabilities of the information society;
- development of international information exchange and cooperation.

Thus, the use of information technology in the leading countries of the world is based primarily on the principle of openness of government agencies. Therefore, for Ukraine, it is advisable to increase the efficiency of civil servants, increase the level of involvement of citizens in public administration, create a transparent system of government, as well as significantly reduce the amount of public expenditure on the functioning of the state apparatus.

The idea of the information society has a great integrating potential for the entire Ukrainian information infrastructure and information production. It includes the transition from simple signal delivery to the delivery of information content over computer networks, the transition from information stored on electronic media to information available on networks. It also allows a systematic approach to solving the whole complex of problems of information production - economic, technological, political, and so on [38].

Implementing the policy of openness and transparency of government, it is possible to optimize information technology in public administration by:

- 1) formation of a clearly regulated legal framework, which would contain a hierarchical unity of laws and bylaws and which would not contradict each other;
- 2) destruction of stereotypes about the historical secrecy of power, the cult of secrecy, lack of awareness of building a constructive dialogue with the public;
- 3) awareness of the need for transparency and openness of government not only by representatives of the civil service, but also by society as a whole; raising the legal and political culture of citizens;
- 4) constant informing of the population about its rights regarding access to information of state authorities and local self-government bodies;
- 5) application of a set of specific and effective measures to increase the technological security of information openness (creation of a single system of information and analytical support of public authorities and local governments) [39].

An important element to pay attention to is the development of electronic interaction between public authorities at the central, regional and local levels and the

creation of an integrated, user-oriented system of public information services based on the information and telecommunications system of government agencies. It is necessary to ensure direct access of citizens and civil servants to state information, services through information networks, to improve the availability of state registers, cadastres and static databases, to use electronic communications for conducting tenders in public procurement.

E-Government is a model of public administration based on the use of modern information and communication technologies to increase the efficiency and transparency of government, as well as to establish public control over it. It is one of the basic components of e-government [40].

Instead of e-government, it is more appropriate to talk about the state network information infrastructure as an information and communication system that ensures optimal, from the point of view of society, the functioning of all branches and levels of government. Currently, there is a concept of e-government development in Ukraine, which created a single web portal of administrative services, which aimed to improve the efficiency of public administration by simplifying administrative procedures, improving the quality of administrative services and reducing corruption and shadowing the economy.

However, this portal does not yet fulfill the transparency of administrative functions and the expected results of the concept. Accordingly, on the path to establishing a productive true democracy in Ukraine, the issue of transparency and non-corruption of the government remains important. The key tool in resolving this issue is the Internet - a modern channel of communication between citizens and government officials at the highest, regional and local levels. The ability to communicate online, in real time, to make applications, appeals or proposals, to get acquainted with the activities of government officials on official websites - allows you to get accelerated feedback [41].

That is, citizens can apply to the authority through an e-mail box or "e-reception" and receive an immediate response in the near future. Internet resources, in particular the own websites of public authorities or local governments, are a very important mechanism that should be a priority in the work of public authorities.

Therefore, the benefits of the use of information technology by public authorities are particularly significant when it is necessary to consult with all levels of society.

Public consultations are held in order to involve citizens in the management of public affairs, to provide them with free access to information on the activities of executive bodies, as well as to ensure publicity, openness and transparency in the activities of these bodies.

Public consultations should also help to establish a systematic dialogue between the executive and the public, improve the quality of preparation and decision-making on important issues of state and public life, taking into account public opinion, creating conditions for citizen participation in drafting such decisions [42].

An important stage of informatization is the transition from paper to electronic document management. The development of the legal framework shows that the issue of automation of document management systems is relevant and is gaining national importance.

The information support system provides information support to bodies in all areas of official activity, providing multi-purpose, statistical, analytical and reference information. Management information support - a set of organizational, legal, technical, technological measures, tools and methods that provide in the management and operation of the system information links of its elements through the optimal organization of information arrays of databases and knowledge [43].

The main condition for the creation of effective mechanisms of interaction between public administration and society is the informatization of all processes that take place in the daily activities of public authorities. One of the areas of implementation of this task is the introduction of electronic document management in public administration.

Management activities and document flow in public authorities are an element of a complex organizational structure that interacts with other management processes and is aimed at achieving global goals of information and analytical activities of public authorities.

The most important task in this area is to ensure the availability of computer information through computer networks, the creation of public sites and connection to the network of open public information resources. The implementation of these systems will integrate information resources of the state, increase the sustainability of state information systems, form a system of information support for public authorities in decision-making in the field of economic management and security of the individual, society and state. Public administration should be based on modern technologies and management methods, so the role of promising information and analytical technologies in improving the work of managers is very significant.

The situation with the introduction of information technology in public administration in Ukraine is characterized by a number of problems related to the low level of funding for e-government projects by the state, low level of knowledge in the use of information and communication technologies and their capabilities by senior citizens; habit of paper media; disinterest of public administration and administration in the transparency of their activities, corrupt interests. Principles of e-government Unity and typicality of standards and technologies transparency and openness of

government control and accountability of authorities to citizens and society consumer orientation Information and information environment security To overcome these problems it is necessary not only to encourage the use of new information and communication technologies in public administration, but to change the whole system.

In addition, the use of the latest information technologies in the field of public administration allows to reach a new stage of development and simplifies the mechanism of record keeping. Undoubtedly, the development of informatization has become a world leading trend in various spheres of society in general, and in public authorities in particular. After all, in modern conditions, when e-government is being actively introduced, electronic documentation systems are being developed, new modernized information technologies are appearing, we can now say that modern public administration is an ever-increasing level of complexity of the information structure. It is a kind of catalyst for the development of new business contacts between the state structure and the public.

The development and implementation of information technology in public administration should be comprehensive, ie take into account and coordinate information, organizational, legal, socio-psychological, personnel, educational, technical and other components. Analysis of the process of formation of the e-government system in Ukraine shows some of its fragmentation, duplication of services and inconsistencies of regulations. It should also be borne in mind that e-government is not a simple application of information technology in the processes of existing administration and management, but involves changing the philosophy of public administration, development and implementation of a fundamentally new legal framework, adapted to relevant international documents and the use of information technologies.

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METHODOLOGICAL APPROACH TO ASSESSING THE STATE OF COMPREHENSIVE ECONOMIC SECURITY OF HIGHER EDUCATION INSTITUTIONS

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Given the need to diagnose the state of comprehensive economic security of higher education institution in the process of European integration, a methodological way was proposed, which involves conducting assessments at the following stages (Fig. 1).

1) analysis of the composition and structure of the economic security system of higher education institutions;

2) assessment of the peculiarities of the functioning of the system from the standpoint of economic security;

3) study of sources of informational and analytical support of economic security;

4) determination of indicators for assessing the state of comprehensive economic security of higher education institutions (Fig. 2);

5) formation of an integrated indicator for assessing the state of comprehensive economic security of higher education institutions and its characteristics;

6) analysis of the interaction of the system with internal and external environment.

With the concept of "methodological approach to assessing the state of comprehensive economic security of higher education institution" the author proposes to understand a set of general and specific methods of diagnosing the state of comprehensive economic security, taking into account the specifics of higher education institutions.

At the first stage, the analysis of composition and structure of the complex economic security of higher education institution is made by comparing the existing model on a particular higher education institution model. The discrepancies found in the process of analysis are proposed to be marked as threats that affect the state of integrated economic security of higher education institution and to be assessed in accordance with the threat assessment methodology.

At the third stage, the sources of informational and analytical support of economic security of higher education institution are studied, which are external (state and departmental) and internal documents.

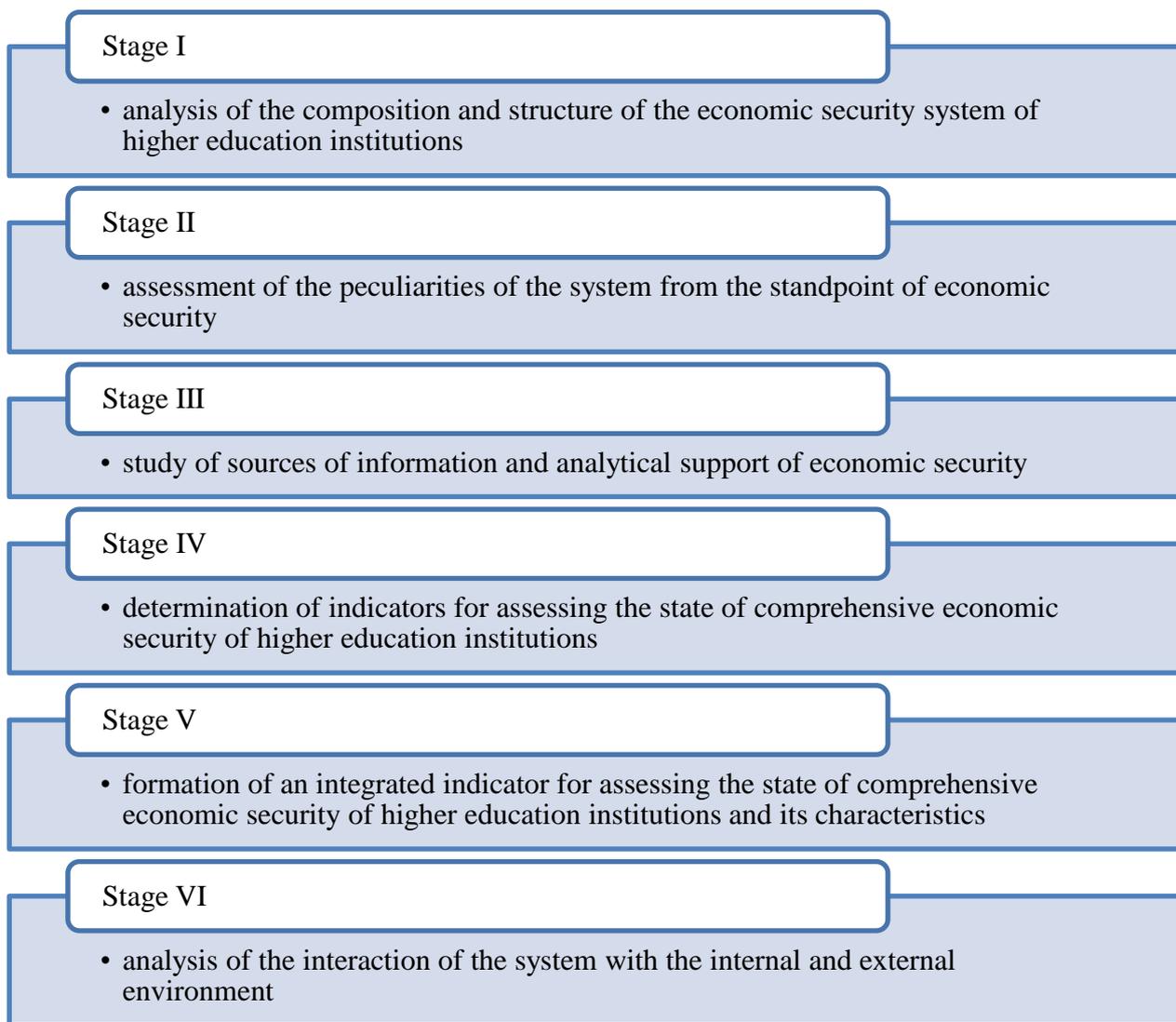


Fig. 1. The main stages of assessing the state of comprehensive economic security of higher education

Source: developed by the authors

At the fourth stage, indicators for assessing the state of comprehensive economic security of higher education institutions are determined by grouping them depending on the resources used for granting comprehensive economic security of free economic education.

The method of assessing the state of integrated economic security of higher education institution is a binomial model for assessing the impact of threats on the internal resources of economic security of higher education institution.

The main indicators, the calculation of which is provided in accordance with the proposed method, are presented in Fig. 2.

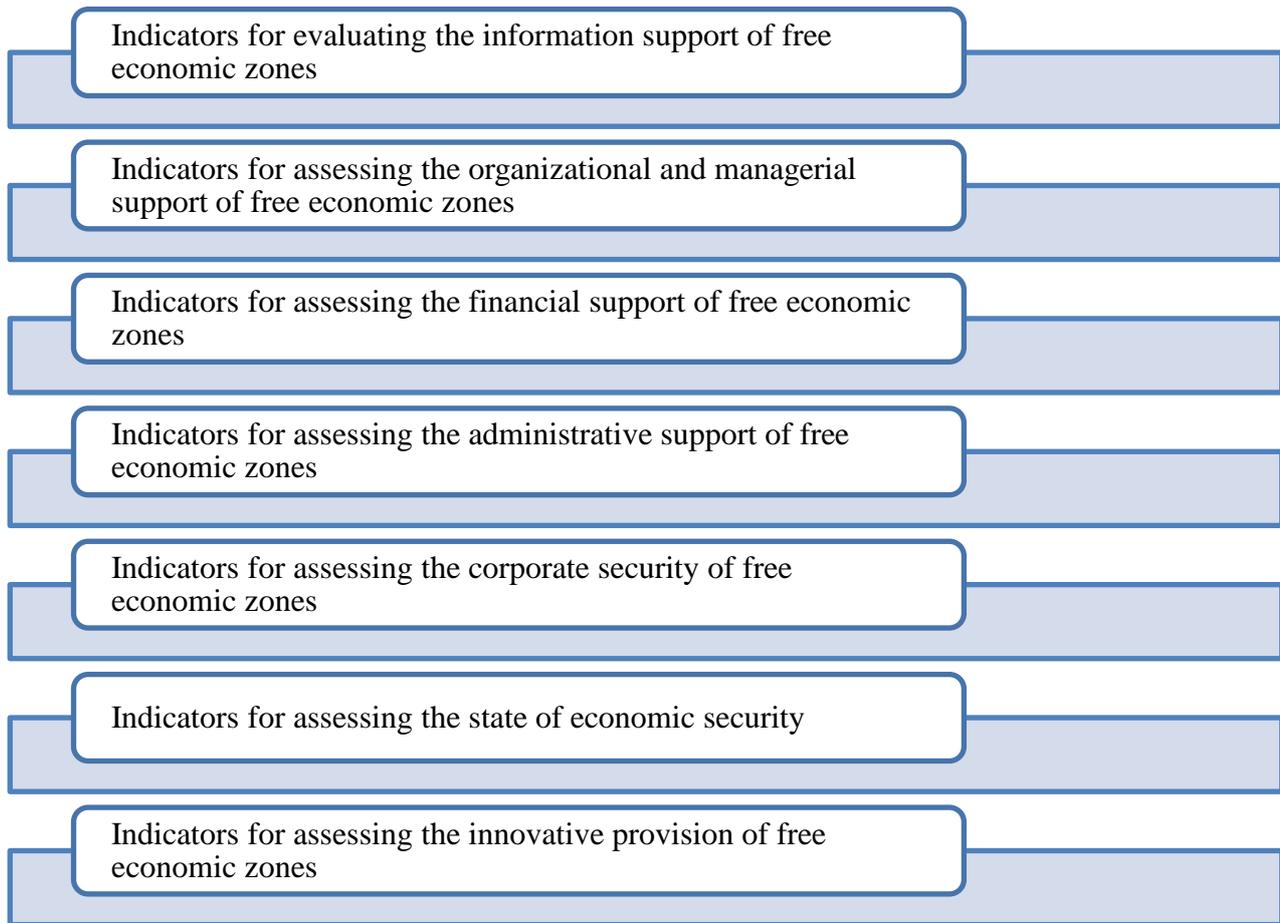


Fig. 2. Indicators for assessing the integrated economic security of higher education institutions

Source: developed by the authors

Indicators for assessing staffing of higher education institution from the standpoint of economic security are given in table. 1.

Table 1. Indicators for assessing staffing of higher education institution from the standpoint of economic security

Indicators	Designation	True (1)	False (0)
The staffing schedule provides presence of a structural unit or a specialist in ensuring the quality of educational services	K^1_1		
Staffing meets the licensing requirements for all specialties and licenses obtained for them	K^1_2		
The functions of specialists in ensuring the quality of educational services are controlled by the economic security department of the higher education institution	K^1_3		
Total	K^1		

Source: developed by the authors

Indicators for assessing the educational and methodological support for higher education institution from the standpoint of economic security are given in table. 2.

Table 2. Indicators for assessing the educational and methodological support of higher educational institutions from the standpoint of economic security

Indicators	Marking	True (1)	False (0)
Curricula for higher education are developed and approved in the prescribed manner	K^2_1		
Teaching methods courses are constantly updated and available for students	K^2_2		
Electronic educational and methodical complexes are presented in MOODLE and are used by students	K^2_3		
Summary	K^2		

Source: developed by the authors

Performance evaluation of scientific provision of higher education institution from the standpoint of economic security is listed in the table. 3.

Table 3. Performance evaluation of scientific provision of higher education institution from the standpoint of economic security

Indicators	Marking	True (1)	False (0)
Plans of scientific activities developed and approved in due course	K^3_1		
Students are involved in research work	K^3_2		
Research and teaching staff have academic profiles in Google Scholar, ORCID, ResearcherID, Scopus and actively use them	K^3_3		
Summary	K^3		

Source: developed by the authors

Performance evaluation of logistics of higher education institution from the standpoint of economic security are given in the Table. 4.

Table 4. Performance evaluation of logistics of higher education institution from the standpoint of economic security

Indicators	Marking	True (1)	False (0)
The state of logistics meets the licensing requirements	K^4_1		
State of depreciation of higher education institution does not exceed 50%	K^4_2		
Higher education institution annually renews and modernizes fixed assets	K^4_3		
Summary	K^4		

Source: developed by the authors

Performance evaluation information provision of higher education institution from the standpoint of economic security are given in the Table. 5.

Table 5. Performance evaluation of information provision of higher education institution from the standpoint of economic security

Indicators	Marking	True (1)	False (0)
The state of information support meets the licensing requirements	K^5_1		
Appropriate level of information security is provided in higher education institution	K^5_2		
Provision of educational services has adequate transparency	K^5_3		
Summary	K^5		

Source: developed by the authors

Performance evaluation of organizational and management provision of higher educational institution from the standpoint of economic security listed in the table. 6.

Table 6. Performance evaluation of organizational and management provision of higher educational institution from the standpoint of economic security

Indicators	Marking	True (1)	False (0)
The activity in all areas of higher education institution is regulated by the relevant internal documents that comply with current legislation	K^6_1		
There are structural subdivisions in the management structure of higher education institution that are responsible for ensuring economic security	K^6_2		
There are structural subdivisions in the management structure of higher education institution that are responsible for ensuring the quality of educational services	K^6_3		
Summary	K^6		

Source: developed by the authors

Performance evaluation of higher education institution's financial security from the standpoint of economic security listed in the table. 7.

Table 7. Performance evaluation of higher education institution's financial security from the standpoint of economic security

Indicators	Marking	True (1)	False (0)
The financial condition of higher education institution is annually confirmed by the conclusion of an independent audit service	K^7_1		
Higher education institution's financial results are published on the site	K^7_2		
Higher education institution raises funds for its activities in the form of grants	K^7_3		
Summary	K^7		

Source: developed by the author

Performance evaluation of administrative provision of higher education institution from the standpoint of economic security listed in the table. 8.

Table 8. Performance evaluation of administrative provision of higher education institution from the standpoint of economic security

Indicators	Marking	True (1)	False (0)
Entrants of all levels are provided with bases for practical training based on concluded agreements	K^8_1		
Employers have positive reviews about graduates	K^8_2		
The structure provides higher education institution position of lobbyist for interaction with public authorities, businesses and public	K^8_3		
Summary	K^8		

Source: developed by the author

Performance evaluation of corporate provision of higher education institution from the standpoint of economic security listed in the table. 9.

Table 9. Performance evaluation of corporate provision of higher education institution from the standpoint of economic security

Indicators	Marking	True (1)	False (0)
Higher education institution has a long tradition of providing educational services and holding cultural events	K^9_1		
There is a mechanism for resolving issues of violation of academic dishonesty in the activities of higher education institution	K^9_2		
Scientific, scientific-pedagogical, and other employees support the norms of higher education institution's corporate culture	K^9_3		
Summary	K^9		

Source: developed by the author

Performance evaluation of higher education institution's economic security state are shown in Table. 10.

Table 10. Performance evaluation of higher education institution's economic security state

Indicators	Marking	True (1)	False (0)
Ensuring economic security is provided in the internal documents of the higher education institution, including employment contracts	K^{10}_1		
Providing educational services, the observance of the quality of the provision of educational services and the economic security of higher education institution are monitored	K^{10}_2		
Based on the results of violation of the norms of quality assurance in the provision of educational services and economic security, appropriate management decisions are made	K^{10}_3		
Summary	K^{10}		

Source: developed by the author

Performance evaluation of innovative provision of higher education institution from the standpoint of economic safety are given in the Table. 11.

Table 11. Performance evaluation of innovative provision of higher education institution ZVO from the standpoint of economic security

Indicators	Marking	True (1)	False (0)
The service for quality assurance in the provision of educational services evaluates the prospects for the development of the higher education market, based on the results of which appropriate management decisions are made and development plans are formed.	K^{11}_1		
Most specialties of higher education institution meet the requirements of dual education	K^{11}_2		
Scientific and scientific-pedagogical workers of higher education institution together with students create new developments, drawing up patents and copyright certificates for them.	K^{11}_3		
Summary	K^{11}		

Source: developed by the author

According to the results of an expert survey of management, scientific and pedagogical and other employees of higher education institutions, representatives of public authorities and public organizations, each of the above indicators (Annex C) was assigned a share depending on its impact on the overall economic security of higher education institution (Table 12).

At the fifth stage, the formation of an integrated indicator for assessing the state of comprehensive economic security of higher education institution and its characteristics is made. We propose to calculate the integrated indicator according to the formula:

$$K = \sum_{i=1}^{11} \Pi_i K^i \quad (1)$$

where K is an integrated indicator of assessing the state of comprehensive economic security of higher education institutions; Π_i is the proportion of each indicator; K_i are indicators for assessing the state of comprehensive economic security of higher education institutions given in table. 1-11.

Table 12. The share of indicators for assessing the state of comprehensive economic security of higher education institution

	Name of indicator	Share
K^1	Indicators of higher education institution's personnel evaluation	0,15
K^2	Indicators for evaluating educational and methodological support of higher education institution	0,1
K^3	Performance evaluation of higher education institution's scientific support	0,1
K^4	Indicators of logistics assessment of higher education institution	0,1
K^5	Indicators for evaluating the information support of higher education institution	0,1
K^6	Indicators for assessing the organizational and managerial support of higher education institution	0,05
K^7	Indicators for assessing the financial support of higher education institution	0,15
K^8	Indicators for assessing the administrative support of higher education institution	0,05
K^9	Indicators for assessing the corporate security of higher education institution	0,05
K^{10}	Indicators for assessing the state of economic security of higher education institution	0,1
K^{11}	Indicators for assessing the innovative provision of higher education institution	0,05
K	An integrated indicator for assessing the state of comprehensive economic security of higher education institutions	1,0

Source: developed by the author

Obtained result will characterize the compliance to standards of the state of complex economic security of higher education institution according to the criteria given in table. 13.

At the sixth stage the analysis of interaction of complex maintenance of economic safety of higher education institution with internal and external environment on the basis of a technique of an estimation of economic safety of an institution of higher education is carried out.

Table 13. Criteria for compliance with the standards of the state comprehensive economic security of higher education institutions

Rank	Characteristic	Points
A	The state of comprehensive economic security of higher education institutions fully complies with the established standards	2,56-3,0
Б	The state of comprehensive economic security of higher education institutions meets the established standards, but there are tendencies to its deterioration	2,1-2,55
В	The state of comprehensive economic security of higher education institution meets the established standards, but there are certain shortcomings that were eliminated during the internal monitoring	1,51-2,0
Г	The state of comprehensive economic security of higher education institutions meets the established standards, but there are certain shortcomings that were eliminated during the external state or departmental control	0,06-0,15
Д	The state of comprehensive economic security of higher education institutions does not meet the established standards	> 0,05

Source: developed by the author

We offer to analyze the interaction of integrated economic security of higher education institution with the internal and external environment in the following sequence (Fig. 3).

We believe that the results of assessing the state of comprehensive economic security of higher education institutions should be carried out:

- 1) By higher education institution security service together with the educational quality assurance service and use it for:
 - preparation for self-analysis at the beginning and end of academic year;
 - submission of proposals for the development of higher education institution strategy for next five years;
- 2) By public authorities and administration to decide on the provision of budget funds for the development of higher education institution;
- 3) By independent public organizations to form an independent public opinion on the quality of educational services to higher education seekers.

Therefore, the proposed methodological approach to assessing the state of integrated economic security of higher education institutions is universal for all higher education institutions, both private and state or communal, and can be used in practice.

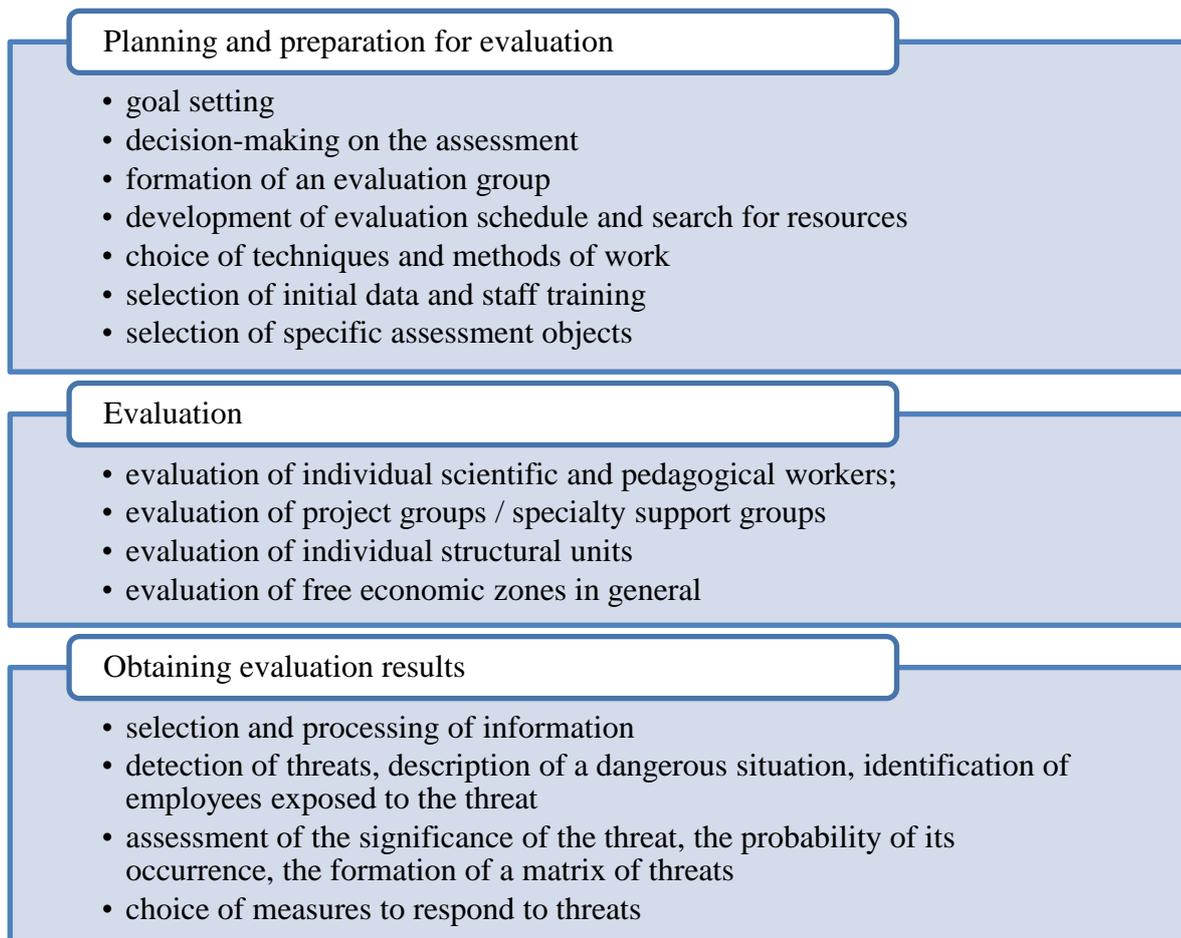


Fig. 3. Areas of analysis of the interaction of integrated economic security of higher education institution with internal and external environment

Source: developed by the author

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CHAPTER 3
LEGAL ASPECTS OF PUBLIC
ADMINISTRATION

STATE LEGAL POLICY OF SCIENTIFIC PREDICTION

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Politics as a phenomenon covers almost all spheres of public life. Its content, principles, and values significantly affect the development of society. But, in turn, there is a reverse order, as politics is determined by socio-cultural and geopolitical features and largely depends on the subjects of political relations, especially in times of social transformation.

Many scientists' studies of transformation processes focus on the possible formation of the capacity to manage public relations which aren't dominated on objective but they do on subjective factors in the implementation of public policy. Analyzing the socio-political events in Ukraine in the period from 2004 to 2007, Yu. Shemshuchenko, O. Yushchuk pays attention to dominating "political expediency" in the implementation of public policy as a derivative of the process of confrontation of various political forces for power [1,6–8]. Scholars note that this determines the content of the political process in Ukraine. At the same time, politics is associated exclusively with the specific practical activities of the subjects of political relations. The scientific and intellectual component of the axiological characteristics of politics as the art of management in the sphere of socio-political life is lost.

That is why there is an urgent need to disclose and substantiate the scientific idea of politics, understanding the essence of this phenomenon, knowledge of its social nature, which will strengthen the influence of objective factors on politics, starting with key concepts, in particular, "politics of mind" and strategic political thinking based on forecasting socio-political processes and consequences.

The politics of reason. The whole history of mankind, the whole history of its intellectual growth is permeated by a dilemma: is the future predictable or uncertain. Many famous scientists were enlightened by the idea that the future is incomprehensible. The philosopher Sir Carl Popper [2] was distinguished by the originality of the fact that the world is fundamentally, relentlessly, and unjustifiably unpredictable. Developing this idea, Nasim Nicholas Taleb [3] emphasizes that our success in modeling (and forecasting) the world is offset by the increasing complexity of this world, and the role of the unpredictable is growing.

But can a person give up predicting the future? Despite the above, *homo sapiens* differ in that the whole history of mankind is trying to comprehend the future with the mind, raise the curtain, and look into the future, at least soon. In this regard, Plato [4]

noted that man always seeks to penetrate the eyes of the mind into the future. And Daniel Denet [5], highlighting the most main ability of the brain, to make assumptions about the future and play out alternative scenarios, as well as that our brain is a "prognostic mechanism."

The genesis of such an effort is successfully illustrated by a certain sequence. From the early forms of human mastery of the future – *mythology*, prediction of the future, which was associated with the minds and activities of people, not supernatural forces – *utopia*, future-oriented human potential – *science fiction*, to *scientific forecasting* and development of a particular area – the science of the future – *futurology*.

In turn, scientific and technological progress has finally established the validity of the need for scientific forecasting, are evidenced by many examples of successful prediction of future processes, among which it is enough to highlight, at least, the idea of the noosphere, formulated by Academician Vladimir Vernadsky [6, 159]. according to which the evolution of all living things takes place in the direction from less intelligent to more intelligent forms of life, mental development in itself is the meaning of human life.

In our opinion, the most important conclusions of the noosphere idea concern, first of all, the social system of society, a certain type of political system (nomocracy), based on the application of reason policy based on the priority of human reason: power belongs to those who know more and make fewer mistakes, which are checked by the quality of decision-making.

Highlighting the priority of the human mind, it is important to understand that the greater number of people who are aware of the key role of the mind, the better the decision-making of each person. Even Descartes [7] defined the mind as a logical conclusion from explicitly formulated references. With knowledge, you can make enough right decisions. In particular, knowing human nature, it is possible to improve social relations indefinitely or to create any political system.

At the same time, no person knows and cannot know most of the specific facts that determine the activities of the whole social system of society. And although at first glance it may seem that this is such a non-controversial issue that is in no way needs explanation and special evidence. But there is always a risk of forgetfulness because the knowledge which is fare possessed by an individual makes it extremely difficult to try to explain and wisely influence the processes taking place in society, which in turn severely limits their ability to identify and target them.

In a way, we can say that most of the social rules of conduct that guide our actions are nothing more than a form of adaptation to the inability of one person to consciously take into account all the specific facts that together form the social system. The use of a huge amount of knowledge, which can't be possessed by any

single person, as a result of which all operate within a coherent structure, most of the constructive factors of which the individual consciousness is unknown, is a hallmark of advanced civilizations.

To ensure the greatest efficiency of the mind, it is necessary to recognize that the possibilities of the conscious mind are limited and that there is a need for other processes, namely abstract concepts that help to perceive the complexity of the concrete, which the human mind can't fully grasp.

An abstraction is an indispensable tool that allows the mind to perceive a reality that cannot be fully known. This is because abstraction is a characteristic of all the processes that define activity long before it is embodied in conscious thoughts or words. Whenever a situation arouses an individual's propensity for a particular pattern of reaction, there is a basic phenomenon called abstraction.

Thus, abstraction is not only a quality that is in some way characteristic of all mental processes but also the basis of a person's ability to navigate the world, which is only partially clear, which allows him to adapt to ignorance of most specific facts of his environment. In this case, the main emphasis of the rules that guide human activity is the central role of the abstract nature of all mental processes. In this sense, abstraction is not something that the mind deduces from the perception of reality, but rather a property of the categories by which it operates. Abstraction is not a product of the mind, but that what makes up the mind. We are not allowed to act with full knowledge of all the facts that characterize the situation; we have to highlight only certain essential aspects, and we do so not as a result of conscious and thoughtful choice, but using a mechanism which is controlled by our consciousness.

The illusion that the mind itself can tell us what to do, and therefore all intelligent people can and should unite around a common goal as members of a community, is quickly dispelled in an attempt to put it into practice. At the same time, however, the desire to use our mind to transform the whole society into a single, rational system does not disappear.

The use of abstractions expands the range of phenomena that our intellect can subjugate, but this is achieved only by limiting the ability to predict the consequences of our activities, in particular, and by the fact that we can adapt the world to our desires only in general terms. It is for this reason that liberalism limits the regulation of the general order in society by the establishment of such rules as are necessary for the formation of a certain minimum order, the so-called spontaneous order, the details of which we are not allowed to foresee. Thus, democratic society as the foundation of modern civilization is the result of man's growing ability to convey abstract thoughts, and when we say that common to the politics of the minds of political elites is their minds, we mean the ability to think abstractly.

In the development of the analysis of the characteristic components of the politics of reason, modern political practice shows the dependence of the effectiveness and efficiency of planning and management on the level of forecasting future socio-political processes, which, in particular, is a pronounced component.

In the second half of the twentieth century thorough futurological ideas of the development of civilizations appeared in the scientific literature. In particular, the concept of post-industrial society by Alvin Toffler [8] is noteworthy, in which he noted that human mental abilities are an inexhaustible form of capital and in the coming decades the priority will be knowledge, and the information obtained through them will become the main form of ownership. According to his forecast, political life will acquire new characteristics in the future: information technologies will contribute to the creation of a new organizational anti-bureaucratic structure in the future.

The policy of scientific foresight. Francis Fukuyama [9], a well-known American futurist and professor of political science, predicts in *The End of History and the Last Man* (1992) that the evolutionary goal of modern society is democratic capitalism as an unalterable model of the political and economic organization not only in the West but also in aspiring societies. to be realized in the confrontation for human dignity.

The prediction of socio-political processes covers the theory, methodology, and practice of studying the dynamics and prospects of the development of various processes and phenomena. And the level of such research depends on the understanding of the whole spectrum of forms of socio-political life, the peculiarities of the functioning of political institutions and mechanisms, geopolitical institutions.

In the '80s of the twentieth century a new sociological theory of modern society (Ulrich Beck) [10], was appeared according to which, in the last third of the twentieth century human civilization has entered a new phase of its development – the phase of risk. Industrial society was characterized by the distribution of civilizational benefits, and its evolution was accompanied by the emergence of new factors to improve human life. In turn, the post-industrial society – a society of risk, is characterized primarily by the distribution of threats of different origins and their risks, the emergence of increasingly negative factors that accumulate and are unevenly distributed among members of society. It is the distribution of risks that becomes the main component of civilizational security.

The development of society in all historical times, one way or another, was characterized by a risky nature, but a deep awareness of the riskiness of human activity is a relatively late product of the development of scientific thought and everyday consciousness. Therefore, for most politicians, as well as for ordinary citizens, it is psychologically difficult to perceive the attribution of risk.

W. Beck [10] believes that the risk society is formed not so much as a national but as a global society. Risks are characterized by the global nature of the spread, intangibility, remoteness, invisibility, uncertainty, irrationality, uncertainty, and complexity of insurance. He especially emphasizes that the political stability of risk society is characterized by stability only in the refusal to be aware of the consequences. Therefore, in his works, he constantly emphasizes the need to understand the risky nature of modern social development at the level of society and government.

Revealing the meaning of the term "risk", first of all, it should be noted its complexity and poly science. The general scientific principles of this concept were developed in sociology, economics, applied mathematics, psychology, deviantology, and so on. In recent years, risk research has become widespread in the legal and political sciences.

The concept of risk as a cultural neoplasm originated in the seventeenth century in connection with gambling, describing the probability of an event combined with the number of losses and gains. Since then, the calculation of the probability of risk has taken deep roots in the science and practice of social production, based on the mathematical theory of probability. However, in political practice, the concept of risk began to go beyond the context of probabilistic thinking and lose its primary connection with the probability parameter. The construct of risk, which has usually become quite common in political debates, has little to do with odds. However, it is a complex combination of determining the content of a particular threat and assessing its scale, probability, and absolute or relative value of the occurrence or failure of the event.

Risk in the context of socio-political activity is useful because it forms the basic scientific principles based on the model of the information society, taking into account the theory of security in the post-industrial state. The implementation of public policy has always been a difficult task and has always been associated with a greater or lesser degree of risk. The risk was, at least, that the outlined policy of the state could be either not implemented at all or only partially implemented.

Another option for risk in this case may be deformed, distorted, distorted implementation to life of the political course. The implementation of policy can give results that are the opposite of those which conceived by its developers, bring harm instead of benefit, provoke the complication of social problems instead of solving them. It also happens that the fully implemented idea of the political leadership as its side or delayed consequences of the second, third, or even more distant order creates even more complex problems than the one that has been successfully solved. There are many examples to illustrate each of these options for implementing public policy; their large number both in history and in the present.

The inertia of this point of view is not overcome today. Failures in the implementation of the policy by public opinion rely entirely on its developers, and even more often – on the executors. However, the assumption of a risky nature of the implementation of public policy can also serve as a basis for speculation aimed at covering up real dishonesty and incompetence. Therefore, an important scientific and practical problem is the identification of risk in the implementation of public policy and its separation from other causes of non-implementation of public administration decisions, including the above-mentioned errors, irresponsibility, and unprofessionalism. In order to do this, in turn, should seek clarification of the definition of "risk".

Risk is associated with the activities of management entities in a situation of uncertainty, with the dynamics of the management object and the environment in which it exists. But in any case, the risk is seen as a permanent attribute of management. The meaning of the term "risk" is highly variable, but in any case, it is associated with a situation of uncertainty.

The realities of our time dictate for politicians the need of a new level of thinking, which provides an adequate perception of risk and may even use it, as it is an essential component of the analysis of the future. Man and society can eliminate risk, reinterpret it, push it out of consciousness, ignore it, and so on. According to this point of view, risk can be seen as a special method of cognition and management, which acts as a set of ways to make decisions.

A characteristic trend in the historical development of mechanisms for implementing public policy is that in the process of state formation both the institutions of political leadership became larger, and the civil service apparatus, which took care of the implementation of state policy, became larger and hierarchically multilevel. So far, the power of global influence has become quite commensurate with the influence of domestic factors. However, so far the inertia of the old mentality is manifested in the fact that choosing ways to implement public policy developed at the national level, politicians have adapted it only to national specifics. Consideration of the global context relied only on the highest levels of political leadership.

The processes of globalization are driven by the interaction of a system of global, geopolitical, and national interests. The global nature of transnational interests, balances the national interests of different states, in particular, and the world order in general, realizing the concentration of confrontation with global challenges, and the ideals of justice. At the same time, it is not always possible to defend the ideals of justice against the background of harsh realities of geopolitical struggle, the constant process of preferences and balances of interests of individual countries, especially comparing the interests of the old world and emerging countries.

It is also necessary to pay attention to the fact that under the influence of global processes national interests change, which are formed under the influence of the need for survival of the nation in a system of integrated global structure, which, in turn, forms the appropriate collective consciousness. There are facts of a paradoxical situation when real political and legal decisions are more conducive to the realization of global interests and in some way provoke threats to national interests. Moreover, national and local policymakers are always aware of all possible threats to national interests in their decisions, being influenced by attractive global processes and trends. That is why it is extremely important to control, taking into account, and ensuring national interests in the context of globalization.

In the era of post-industrial society, taking into account the risk of losing the content of national interests is an extremely important component of political activity. Even a patriotic politician in the clash of global and national interests often finds it difficult to defend the interests of his state because of the difficulties of identifying national interests, distinguishing between true and false national interests. This affects both politicians and civil servants, as well as ordinary citizens.

As W. Beck noted: “The national-state world order fragments global inequalities; national equality norms exclude global inequality; comparison of international inequalities reinforces the impossibility of comparison within national frameworks; redefining the irrelevance of large inequalities – all this allows rich and strong states to shift the risk for their decisions to poor countries [10].

Besides, with the intensive development of the global Internet, the opportunities for information cultural aggression by more developed information societies against less developed ones are created, which entails the danger of losing their cultural identity by communities and societies and imposing of consumer guidelines in the business interests of a narrow circle of transnational corporations. Therefore, there are many reasons to exacerbate the problem of preserving national interests under the pressure of global interests. The first is the most annoying, it is associated with notorious corruption, where government officials promote and strengthen the interests of global players for direct or indirect rewards, deliberately putting their interests above patriotism and professional duty.

On the other hand, sometimes, an objective position of a political decision against the background of confrontation of global and national interests is impossible in the absence of identification of national interests, a clear understanding of rational or unfounded national interest.

Modern forecasting techniques must be fully focused on overcoming the destructive impact of globalization on domestic political development. In this regard, it is appropriate to note the need to use the mechanism of alternative studies. In developed countries, global problems are already being replaced by researches of

alternative civilization and the application of technologies and techniques in the 21st century.

Risk management of public policy in the globalization era should be based, first of all, on the fact that each of the subjects of the political process in the formation and implementation of public policy should resort to forecasting the future conditions of its implementation and its consequences.

It should be noted that the forecasting of political risks is not always unsuccessful due to epistemological difficulties. After all, as evidenced by the extensive practice of political leadership gives evidence that, statesmen are not infrequently under the guise of declaring national interests to realize the interests of others, geopolitical, own, corporate, clean, personal, and even at the cost of harm to national interests.

In other words, the unjustified riskiness of public policy may be not necessarily the result of real prognostic errors of politicians and officials regarding the declared public policy. Real political foresight can be quite successful, but hidden from society, because it is contrary to national interests, in support of the interests of a particular clan or corporation.

At the rate of this feature, these processes can be both cognitive and manipulative, they can be both a process of finding the optimal political decisions for the future and certain concealment of the expected consequences, so to speak, futurological falsification.

Another problem concerns the actual lack of knowledge and systematic work, even in the case of a sincere desire to predict the future conditions and consequences of realization of public policy by the principles of social justice. However, the availability of a system of necessary knowledge is not always a guarantee of the effectiveness of political forecasting of the risks of public policy. There is a mixed relationship between competence in one area or another and predictability. Besides, competence in modern conditions must be combined with modern risk management methodology, using appropriate techniques and technological tools.

Against the background of significant civilizational changes, the development of the information society, and, sometimes, exclusively approving of its perception, is not always taken into account the fact that the consequence of the information revolution is not only positive processes. F. Fukuyama was one of the first to draw attention to several negative phenomena associated with the transition of advanced industrial countries from an industrial to an information society. He called this set of phenomena "the great gap"[9]. First of all, it is the growth of crime, falling birth rates and destabilization of family and family ties, a sharp decline of trust in public institutions and government, weakening the intensity of interpersonal communication, and the stability of relations between citizens, and so on. Political

forecasting in the information society should be based on the realization that the side effects of actions aimed at implementing this ideal can be destructive processes in the functioning and development of society as a whole, and this may ultimately manifest itself in reducing economic efficiency of society and its defense capabilities, increasing social tensions and the emergence of internal social conflicts, falling public morale, and so on.

That is why today's prognostic methods in the segment of socio-political relations should be aimed at taking into account synergetic, nonlinear metamorphoses, and not only linear and balanced processes. And in this regard in order, to make informed and objective decisions on the formation and implementation of public policy, the urgent issue is the formation of a synergistic mentality in politicians.

Also, an important topic is taking into account the problem of overcoming the ideology of material consumption and the introduction of postmaterial values. The modern world is certainly material, but it is necessary to take into account that the peculiarities of the formation of a certain path aimed at creating another intangible world. A modern politician, who is definitely a statesman and acts exclusively in the interests of society, should think about the future, focusing on post-material issues and innovative technologies.

Recent Ukrainian history reflects a largely one-sided vision of the domestic political elite and focuses only on positive forecasting, idealizing the future, and disregarding possible bifurcations toward undesirable side effects and possible negative consequences or failure to achieve the planned. And with the technological telecommunication development of social relations, the situation is complicated by the fact that the values and knowledge system of the political elite is formed not based on scientific methodology, but under the influence of spontaneous initiatives excited by information technology media, mystifying reality and creating social myths. This situation distorts the perception of reality by the political elite and social myths, gaining additional persuasion, can be perceived by them as the truth of common sense. With such a conjectural mass consciousness that meets the interests of the ruling elite, the real needs of the vast majority of people remain in the shadows. In the information society, enhanced by the role of virtual reality, social illusions capture not only the political elite but also the masses of people, which negatively affects the intellectual component of the reform process.

Ukrainian society civilized connected to the world information technological development, not only fundamentally changes the direction of its development, but also it is forced to solve both current problems and those generated in the past. And abandoning this direction of development is even riskier than stimulating social progress.

Modern challenges to national security undoubtedly require systematic forecasting on regional integration and disintegration, of European cooperation, etc., systematic development of political analysis, in particular, strategic analysis in key areas of security and social development. Strategic analysis is needed in the context of European and Euro–Atlantic integration, in particular in terms of risks. Ukraine also needs to determine the relationship between its development scenario and global ones, so that Ukraine's place in the world can be assessed in different scenarios. Currently, the strategic forecast is primarily a projective document that contains certain scenarios.

Among other things, the problem of analysis in the public administration system is associated primarily with the existing demand for operational analytics, PR, and speechwriting. For political elites, the most popular is situational analytics, the purpose of which is to respond quickly to events. It is with this approach that PR almost completely replaces politics, including the public, and this, of course, has an extremely negative effect on the level of political analysis, as real analytics are replaced by PR materials.

Given the above, as well as comparing the situation with other countries, we can state that in Ukraine there is no serious demand for strategic analytic. A significant obstacle in Ukraine is the extremely weak level, compared to developed countries, in optimizing the development of the information society, extremely low support for their centers for the study of the future. For example, in the United States, there are hundreds of so-called "thought factories", "brain centers", associations of futurologists, which deal exclusively with futurological issues. Not so long ago, the CIA forecast and analytical material "World in 2020" appeared, which caused a great resonance both in the United States and in the world.

Because of the above, Ukrainian society needs not only state support, but also civil society initiatives to create its futurological infrastructures for analyzing and forecasting scenarios of socio-political development of the state in the information society.

Objective demand has also influenced on the high rate of formation of the relevant special scientific and theoretical base. The number of studies on this issue is growing from year to year, and the volume of works published in Ukraine by foreign and domestic authors on the analysis of public and public policy exceeds that of each of the CIS countries and Central and Eastern Europe. These are several translated and domestic scientific publications on political analysis and forecasting, political consulting, and the theory of political decision–making and programs, which were laid in essence in the late 1990s and early 2000s. necessary methodological principles of political analysis in Ukraine.

At the same time, a characteristic feature of all works is that they focus mainly on general conceptual issues of formation and development of political analysis and bypass the problems of tool securing, research, and implementation of appropriate analytical methods of preparation, adoption, and implementation of policy decisions. However, the problems of the essential definition of political analytic as a phenomenon and concept, the justification of the whole range of issues related to the theoretical and methodological principles of political analysis as a holistic system of political and managerial scientific knowledge remain unresolved. This is a corresponding limitation and does not give a systematic idea of the essence of political analytic as a modern phenomenon, and also reduces the level of institutionalization of such professional scientific tools in Ukraine, able to truly optimize the process of preparation, adoption, and implementation of political decisions.

Despite the availability of an appropriate methodological framework, there are in some ways anachronisms of the inconsistency of political decisions. In particular, this is manifested in the fact that political decisions in the form of development strategies, concepts are accepted without appropriate prior strategic analysis. There are several hundred such strategies in force in Ukraine today, initiated by various subjects of socio-political relations, which are lacking in the previous analytical process of the study. And this is an extremely serious issue, especially in terms of responsibility and quality. Besides, there is another side of this process – overloading of the political process with an excess of analytical materials. There are dozens and hundreds of analytical materials from a variety of subjects that senior management simply does not have time to study. And the problem is related to the imperfection of the organizational structure of public authorities. Different departments have their analytical services, that often leads to unnecessary competition between different units of one state agency, which causes elementary chaos, the parallelism of analytical units, the imperfection of management in public agencies.

Highlighting the priority of the human mind, it is important to understand that the greater the number of people who are aware of the mind's key role, the better decision making of each person. An abstraction is an indispensable tool that allows the mind to perceive a reality that cannot be definitively understood.

In the development of the analysis of characteristic components of the politics of intelligence, modern political practice shows the dependence of the effectiveness of planning and management on forecasting the level of future socio-political processes. The anticipation of socio-political processes encompasses the theory, methodology, and practice of studying the dynamics and perspectives of the development of various processes and phenomena. Understanding of the whole spectrum of socio-political

life forms, features of functioning of political institutions and mechanisms, geopolitical institutions depends on the level of such research.

There is an ambiguous relationship of competence in one area or another with the ability to predict. Besides, competence in modern conditions must be combined with the modern methodology of risk management, using appropriate techniques and technological tools. The realities of our time dictate the need for politicians of a new level of thinking, which assumes adequate perception of risk and possibility of its use, as it is an essential component of future analysis.

Ukrainian society needs not only state support, but also civil society initiatives to create its futuristic infrastructure for analyzing and forecasting scenarios of social and political development of the state in an information society environment.

Thus, given the aforementioned and taking into account the essential content of the politics of intelligence, it is appropriate to state the need for orientation in making political decisions on scientifically sound forecasts, because they are one of the guarantees for the foreseeable development of specific events and socio-political processes in general. This is hard to disagree with because in today's conditions, failure to predict means an inability to reform.

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PREVENTION OF MENTAL VIOLENCE IN THE SYSTEM OF PROVIDING INFORMATION SECURITY OF CITIZENS IN UKRAINE

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The relevance of the chosen theme is because of the development of new technologies and the global Internet sharply determine the issues of information security. Given the availability of sources of information, free movement of information flows, in particular, and negative content facilitates the possibility of committing offenses by affecting the psyche of people without real contact, which creates modern threats to psychological security and is a problem of modern mental violence against people.

Preservation of information sovereignty, the realization of constitutional rights of citizens, society, and the state to information is an urgent problem in Ukraine. This issue has become especially important in the context of constantly growing international conflicts, which are accompanied by information and psychological influences on the minds of Ukrainian citizens, which further affects the information security of Ukraine through the commission of criminal offenses.

In the current scientific environment, much attention is paid to the study of information security of the state, both by domestic and foreign researchers, among whom a significant contribution was made by Z.K. Brzezinski [1], V.O. Bondarenko [2], O.G. Gnatsov [3], Yu. O. Gorban [4], O.P. Dzoban [5], B.A. Kormich [6], E.A. Makarenko [7], R.R. Marutyan [8], F.M. Medved [9], V.M. Petrik [10], V.G. Pilipchuk [11], O.L. Samorukova [12], V.B. Tolubka [13] and others. The issue of human information security was studied by scientists: O.L. Gapeeva [14], O.S. Zozulya [15], O.V. Sosina [16], and others.

The State of Ukraine has established in the Constitution that the protection of information security is one of the most important functions of the state, the matter of Ukrainian people (Article 17 of the Constitution of Ukraine) [17].

Besides, the legal basis for the protection of information security of citizens of Ukraine is the Law of Ukraine "On Information" [18], the Law of Ukraine "On Printed Media" [19], "On Television and Radio" [20], "On Information Protection in Automated Systems" [21], Decree of the President of Ukraine "On the Doctrine of Information Security of Ukraine" from 07/08/2019, № 514/2009 [22].

Society and the state now face the issue of restricting or prohibiting the circulation of information harmful to society, given that information in a given situation may be the subject of illegal actions.

Depending on the type of information threats, there is information security of the individual, society, and the state.

Informative and psychological security of a person and information security of the state are similar in terms of legal and organizational regulation, but information security of the state "serves" public relations regarding the creation, dissemination, storage, and consumption of information, while information and psychological security of the individual information on people's consciousness, not the degree of its security or access to information.

That is, the subject of research of information and psychological security of citizens is the influence of certain subjects of creation and dissemination of information on human psyche, manipulation of people's consciousness as a result of such activities, which further creates preconditions for citizens to commit criminal offenses.

Information and psychological security of citizens is a state of protection of human psyche from various information determinants of influence, which creates obstacles to the formation and functioning of an adequate information-oriented basis of social behavior of a person in modern society [23, 19].

Influencing factors that endanger the vital interests of citizens are:

- providing poor quality information (misinformation, false, untrue);
- the influence of outsiders on information and its resources and their formation, as a consequence of informing citizens of one-sided information;
- the threat to the rights and freedoms of citizens to information (the right to privacy; the right to protection of honor and dignity, etc.) [25; 24].

The problem related to the media influence on the provision of low-quality, unverified or distorted information and the influence of third parties on the way of conveying information to the citizens of Ukraine through the media remains important.

As a social institution, the media actively use their potential to influence the way of life of people and ways of their integrative behavior. The media have taken their place in the daily life of modern person, firmly entrenched in it. If we talk about young people, today it is difficult to find a person who can refuse the presence of television and especially the Internet in his/her life. Watching the news, advertising, entertainment, and shows, TV series, as well as horoscopes, weather forecasts, etc. are firmly entrenched in our lives, and a person is unaware of the impact that this process has on the formation of his/her life attitudes, behavioral stereotypes, habits, everything of what constitutes our daily life.

One cannot disagree with L.M. Rybakova, who claims that without state support the spiritual basis of society is formed by the media, which are subject to the founders, who use information broadcasting to broadcast their own limited (social status, worldview, personal experience, the responsibility to sponsors, etc.) values. As a result, she writes, we have a crowd of "stars" and "style icons" that demonstrate a personal level of consumption – cars, clothes, accessories, other people's services. It seems that the spiritual "staples" of society are formed and dictated by the glamorous community: overseas villa, foreign educational institutions, foreign shopping, songs in a foreign language, Hollywood "style icons" and cult works, foreign sex symbols, and more. [25, 234]. Of course, we cannot talk only about the negative impact of the media on the life way, the formation of habits and values of young people, because this would be a one-sided approach to the current problem. The media exert a social, cultural, psychological influence on society, shaping the needs of people, and these needs are not always related to the possession of material goods (although we do not rule this out). These may be needs aimed at human self-development, self-education (for example, a large number of educational lectures on the Internet), raising the cultural level (channel "Culture"), the formation of attitudes to a healthy lifestyle, motivation to achieve goals. The media is the main source of information, and today also the main means of communication, so they traditionally perform important social functions, including communication, education, broadcasting, and socializing.

But the question arises as to whether these needs are met by the media, and whether their impact is so great directly on the young person's personality and its important life institutions? After all, even in the era of censorship on radio and television, negative trends in the lifestyle of young people were present, so not everything was so cloudless. Therefore, noting the positive impact of the media, and especially the Internet, on young people, it is necessary to first analyze the negative impact they have on the majority of young generation. Under the influence of the media, children and adolescents develop aggression. And the most aggressive are computer games and modern cinema. However, mostly negative feelings and attitudes towards people of other nationalities, which is a serious problem for the polyethnic society of Ukraine and can be one of the causes of conflicts in the youth environment [26, 167–168].

The resources of the media have great potential for manipulating the human consciousness of a generation of young people and influencing the ways of shaping their way of life. Will P.A. Sorokin listed "aspects of human behavior" that "exhaust the whole way of person's life" [27, 15]. And today sociologists, using the term "way of life", mean a set of forms of individual behavior, his/her activity in the production sphere, everyday life, areas of social, political, cultural, and scientific and scientific spheres, as well as meeting social and individual needs. All these forms of behavior

are formed under the influence, on the one hand, socio-economic and political conditions, and on the other hand, they play a significant role in mentality, traditions, customs, identity. Based on a large number of factors influencing the formation of lifestyle, this definition can be understood as both conscious and spontaneous development of life-based on values, worldviews, mentality, etc., as well as under the influence of external factors in the era of an information civilization. mass media. Today, they have a decisive influence on behavior stereotypes, strategies, and attitudes of younger generation.

The uncontrolled Internet contains threats to users, especially children, and youth, associated with the spread of aggressive content [28, 86]. The negative role of the growing influence of social networks on young people cannot be ignored, the story of Varvara Karaulova and others clearly shows the negative consequences of "living online" [29]. This should be the subject of careful study to prevent or minimize adverse effects. The results of the research show that the formation of image and lifestyle of young people is influenced by the media, which, unfortunately, often hurt the consciousness and behavior of young people. This is manifested in the fact that the media today do not form a stable systematic view of young people about values. The picture of the world formed by them is fragmentary and is mediated by the political and economic forces behind them with little state involvement.

It can be concluded that the way of life of young people is formed under the influence of modern media, the analysis of which shows the fragmentary and unsystematic of their policy of forming values, or rather its absence. Characteristics of the present time are the lack of use of modern information channels by state bodies to form youth loyalty to Ukrainian values, education, and strengthening of universal values, development of an active civic position, which forms in young people a positive lifestyle.

Information security is very important in ensuring the rights, freedoms, and interests of citizens, especially in modern Ukraine, because the use of the latest information technologies has flooded all spheres of people's lives and includes, on the one hand, quality information and unimpeded access. to information sources, on the other one– ensuring the confidentiality of information (defined by information with limited access), strengthening the integrity of society, including the prevention of negative information influences and more.

It should be noted that such a weapon as information is quite effective, and the question of its power has been considered for a long time, for example, G. Schiller determined that the state, which seeks to dominate, should control the media [30, 111].

Based on the legal certainty of the media activities, it is possible to consider the media as the "fourth power", because the importance of the media impresses the trust

of the population. Currently, the situation is such that citizens trust the media much more than public authorities [31,154].

To interpret social events, citizens usually use the information and concepts that the media are activated in their minds [5, p. 71].

Ukraine has a fairly extensive media system, which in turn creates an information flow to reflect different views of the political situation, each media outlet promotes its vision of the political situation, including paying close attention to the negative work of law enforcement and criticism of political leaders and political parties. including to order, etc.

During the exercise of informational influence on moral and political discrediting of law enforcement agencies, public authorities through the media, society open up the possibility of higher tolerance for criminal offenses. In cases where the media partially or completely discredit law enforcement activities by information attacks, the latter loses its legitimacy [32, 196].

It is necessary to note the diverse propaganda of the mass media in Ukraine when each region was under various informational influences, which is confirmed by the results of social survey in the spring of 2014 [684].

According to the results of the survey, as of 2014, Inter and Ukraine TV channels were the most popular in the South and East of the country, with an audience of over 60% of viewers, but in Western Ukraine, this percentage was only 10–15 % of viewers. About 78% of viewers in the South and East became viewers of Russian TV channels, namely political news.

At the same time, viewers of Central and Western Ukraine preferred such channels as Channel 5 (66% of viewers), TVi (78% of viewers), Gromadske.TV (89% of viewers), Espresso.TV (94% of viewers).

According to the results of this social survey, citizens in the regions of Ukraine formed a diverse attitude to political events, the most positive attitude to the revolutionary events were citizens – viewers of Public Television (85% who fully or mainly supported the Revolution), Espresso.TV (79% support), TVi (70% support), Channel 5 (61% support), ie citizens of Central and Western Ukraine.

At the same time, TV viewers – Inter, Ukraine (61% of TV viewers did not support the revolution) – citizens of the South and East of Ukraine – had a negative attitude to the revolutionary events.

According to the author, such a difference in views and attitudes was formed due to the commercialization of the media and the focus on profit, as well as dependence on the owner, which led to a lack of objective information about the state of events (isolation from independent media, information and psychological pressure on population from propaganda sources of information, seizure of strategic objects of telecommunication infrastructure in the Autonomous Republic of Crimea, Donetsk

and Luhansk oblasts), which formed alarming political sentiments and further incited hostility and separatist sentiments among the population.

Round-the-clock news from the scene, information on the number of dead, prisoners and coverage of the political situation from a subjective point of view, through systematic repetitions, suggestion deprived of the opportunity to obtain reliable objective information, for example, on the channel "1 + 1" every 15–60 minutes J. Bodiya noted that "repetition is a figure of rhetoric that deserves attention because it is through repetition that the idea is firmly established that in the end it is perceived as an unalterable truth" [33, 155].

According to the author, in the above situation, the media used psychological influence on citizens: manipulation of consciousness, which can be defined as mental violence, because, as a result of such influence, anxiety increased and there was no possibility to objectively determine their attitude to the political situation in the country. and prioritization. At the same time, it should be noted that all the events that took place on the territory of Ukraine are not the result of the activities and influence on the minds of people only of the media, but their participation can not be ignored.

In turn, it is important to pay attention to criminal offenses against the foundations of national security, of which terrorist criminal offenses were not of nature for Ukraine until 2014. According to statistics, in the period from 2001 to 2013 in the proceedings of the SBU investigators were only 57 criminal proceedings, on the grounds of criminal offenses under Art. 258¹ of the Criminal Code of Ukraine, among them – only 14 proceedings were sent to the court with indictments [34].

However, for the period from 2014 to the first half of 2016 for committing a criminal offense under Art. 258¹-of the Criminal Code of Ukraine (concerning calls to commit, preparation, financing) was found guilty of committing crimes against the state and the Ukrainian people, with different sentences of approximately 226 persons sentenced to different terms of imprisonment, according to with data published by the SBU.

Based on the practice of convictions, since 2014, the number of criminal offenses has increased, where the object of criminal offense is the national security of Ukraine, namely criminal offenses aimed at forcible change or overthrow of the constitutional order and public appeals to such (Article 109 of the Criminal Code), encroachment on the territorial integrity and inviolability of Ukraine, including public appeals or dissemination of materials calling for such actions (Article 110 of the Criminal Code of Ukraine) and terrorism (258¹-of the Criminal Code of Ukraine).

Criminal offenses against the foundations of national security were mostly committed through social networks (Vkontakte, Odnoklassniki, less often Facebook),

where subjects posted calls for a violent change of the constitutional order and for the seizure of state power (for example, case № 398/5891 / 14–k, № 308/8797/14–k, № 404/6035/14–k, № 667/5040/15–k), however, there were cases with calls to hold rallies to assist in the DPR and LPR activities (for example, case № 668/13682/14–k).

Given the "Generalization of statistical and analytical data on the activities of the prosecutor's office in 2018", it should be noted that in Ukraine continues to increase the number of reported criminal offenses against the national security of Ukraine, the greatest dynamics was registered in Poltava, Luhansk, Kyiv, Kherson, Dniprovshchyna, Odesa and Kharkiv regions and in Kyiv.

At the same time, every third criminal offense is an encroachment on the territorial integrity and inviolability of Ukraine and treason. The number of criminal offenses aimed at forcible change or overthrow of the constitutional order or seizure of state power has also increased.

With such statistics, the increase in crimes against the foundations of national security, criminal offenses of a terrorist nature has decreased, except in Donetsk and Luhansk regions, which is due to Operation Joint Forces there [35].

This applies to criminal offenses against the foundations of national security. However, it should be noted in the context of information security of citizens that in Ukraine recently gained momentum information criminal offenses committed through theft or destruction of information, for selfish or hooligan motives.

Even though Ukraine ratified the Convention on Cybercrime in 2005 (№ 185 of 23 November 2001), there was no effective and efficient mechanism to combat this type of criminal offense.

According to Section XVI of the Criminal Code of Ukraine, the main cybercrimes include the distribution of malicious software, fraud, credit card theft, and password cracking, including with the help of – Phishing (access to confidential user data), posting false (illegal) information on the Internet, as well as infringement of copyright and related rights.

Since 2015, the number of cybercrimes has doubled, as a result of which Ukraine has begun an active fight against information criminal offenses.

For example, as of 2015 on the grounds of criminal offenses under Art. 361 of the Criminal Code of Ukraine, 432 criminal proceedings were initiated, and in 2017 – 195 proceedings; on the grounds of a criminal offense under Art. 362 of the Criminal Code of Ukraine in 2015, 75 criminal proceedings were initiated, while in 2018 – 1070 such proceedings. In 2017, there was a high jump in the number of criminal offenses in the field of information security, namely after the cyber attack of the virus "Petya / Nyetya", which caused significant damage not only to business but also to the public sector, lost a lot of data and documents financial accounting for several periods.

In the spring of 2016, the Decree of the President of Ukraine put into effect the decision of the National Security and Defense Council of 27.01.2016 and approved the "Cyber Security Strategy of Ukraine", the strategy was to create safe cyberspace and use such space in the interests of citizens, society and the state the strategy is still aimed at protecting the sphere of national defense.

In February 2017, the Decree of the President of Ukraine put into effect the decision of the National Security and Defense Council "On the doctrine of information security of citizens", which defines the priorities of state policy in the information sphere.

In autumn 2017, the Law of Ukraine "On Basic Principles of Cyber Security of Ukraine" came into force, which expanded and supplemented the provisions of the Cyber Security Strategy of Ukraine, approved by the Decree of the President of Ukraine.

Legal certainty in the legislation of information security areas was the beginning of active information security in Ukraine. For example, in December 2019, the State Service for Special Communications and Information Protection announced the creation of "Cyberpolygon" – a research complex, which was created under the auspices of the National Security and Defense Council and will operate based on the National Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute".

The purpose of creating such a cyber range is to improve the skills and abilities of specialists in the field of cybersecurity, modeling of cyber threats, conducting cyber exercises.

The events, in particular, related to terrorist acts that lead to human casualties, are perceived by people as a personal tragedy. According to MV Through, any "loud" criminal offense, widely covered by the media and has great public resonance, has a negative psychological impact on the mass consciousness, creating an atmosphere of fear, apathy, insecurity of crime [36, 19].

Thus, the nature and effectiveness of the processes of information perception depend on the degree of completeness of knowledge, the system of formed orientations and attitudes, habits of the information behavior of the individual. Factors that determine the social status of the individual also play an important role. Information is perceived not by an abstract individual, but by a certain class, group representative. Therefore, the impact specifics on the formation of person's consciousness is that a person learns the norms, values of his/her social group, produces attitudes, and considers any information through the prism of these values and attitudes [37, 15].

Given the urgency of the problem of information security in modern Ukraine, no less important is the question of determining the form and methods of information

security of citizens of Ukraine, which will be considered in this paper as a second thesis.

Ensuring information security is a set of measures taken by the state in the face of public authorities and aimed at achieving a state of protection of information of a person, society, and the state from information threats.

Information threats are a set of factors and conditions that cause the danger of violating information security (misinformation, false, untrue, etc.).

Ensuring information security is carried out through certain forms and methods that form a tool for the implementation of the whole set of measures to ensure the information rights, freedoms, and interests of citizens, society as a whole, and the state.

These tools should be based on the rule of law and form a high legal awareness of the subjects of the information process, which will form an idea of the consequences of their information and responsibility [38, 99–100].

Forms of information security are information patronage, information cooperation, and information confrontation [39].

Information patronage (from the Latin patronyms – defender) is a way to protect the information security of persons and legal entities), which are provided by the state. That is, this type involves the creation and provision of management bodies that collect information on information threats and those factors that destabilize the processing, exchange between management bodies and information security, and then provide information protection of persons subject to information security threats.

Information protection is provided by passing laws, providing judicial protection, conducting investigative (public and covert) investigative actions, and other forces and means carried out by law enforcement agencies. Collection and processing of necessary information carried out in the process of pre-trial investigation based on operational-search and operational-information activities [40, 51–52].

The second means of information security is information cooperation (from the Latin coopero – to cooperate), which is carried out between equivalent entities (physical, legal, international actors in the information process), to carry out multilevel actions aimed at obtaining information on possible threats and factors that destabilize protection against them by means specified by law.

Such methods and means include:

- Protection of the rights exercised by the judiciary to ensure the freedoms and interests of citizens related to information use;

- Ensuring administrative protection of the rights, freedoms, and interests of persons by territorial or departmental bodies;

– Independent protection of rights, freedoms, and interests (personal, private, professional) secrets with the use of technical means of protection.

Ukraine cooperates with international organizations of security and secrecy, for example, between the company "Microsoft" and the state of Ukraine in the person of the State Service for Special Communications and Information Protection of Ukraine in December 2014 concluded the Government Security Program (Agreement on Security Cooperation). According to the terms of which Ukraine gets access to information about new cyber threats and sources of network attacks [41, 96].

Finally, the third form of information security is information confrontation, which is carried out between different entities (citizens, organizations, states), to search, store and process information of the enemy, as well as measures to protect their similar information from unauthorized or any other influence of the enemy.

This method of information protection is quite relevant for Ukraine, as the last 6 years in our country is the media psychological influence, both some national and foreign countries, as a result of which the entire Ukrainian information space is saturated with negative events resulting in increased anxiety among citizens. the number of criminal offenses committed by both citizens and foreigners [42, 93–97].

As already mentioned, information confrontation is carried out between different entities, which in turn has strong features, which further form certain types of information confrontation, such as:

– the information war is a complex impact on the information sphere of the rival country, which aims to persuade the opposite side to abandon the goals (political, economic, and other goals). This form of confrontation is aimed at consciousness and behavior of the audience (hostile, friendly, neutral) to achieve a certain goal;

– information terrorism is the active actions of certain subjects of criminal offenses, which are aimed at disrupting the information systems' work and communication networks, to inflict property damage, death, and other negative socially dangerous consequences. Such actions are accompanied by violation of public order and security, intimidation, to make decisions of public authorities; information terrorism can be committed with the help of information and psychological methods of influencing consciousness, as well as information and computer and electronic methods of influence;

– information crime is the commission of criminal offenses, both through the use of information and computer methods of influence and through information and psychological methods [43, p. 53–55].

Information security measures can be:

–passive – a system of administrative regime, program, legal measures that respond to existing information threats and counteract them;

–active – measures aimed at preventing (clarifying the purpose, means) of information threats and counteracting them at the stage of their preparation [44, 132].

Given the above, to prevent violations of information rights, freedoms, and interests of citizens of Ukraine, including prevention of negative consequences of such violations, requires the active participation of the state in the development of information society and state information policy, with emphasis on it [45]:

– development and improvement of the system of formation of public opinion, comprehensive, objective informing of the population about the activities of state power, and government – about the processes of social development to prevent the possibility of influencing the consciousness of citizens through ignorance of situations;

– legal regulation of information relations and activities in society, improvement, and development of national legislation, effective mechanisms for its implementation, creation of institutions for the free receipt, use and dissemination of information as a basis for democratic development;

– creation of a single national information space as part of the world information space based on the national information and telecommunication structure.

According to the author, if the policy of information protection of citizens is based on these priorities, it is possible to reduce and further prevent the impact of information threats on the individual consciousness and psyche of citizens. After all, in real time it is not the protection of certain information itself that is relevant, but the protection against information.

Because the processes of protection of the psyche from information violence, especially a person, is characterized by the protection of the psyche and consciousness from dangerous information actions and depends on personal qualities and moral, social, legal norms in society [5, 132–134].

So, summarizing the above material, it should be noted that information security plays one of the most important roles in the ordinary citizens' lives and requires increased attention from the state through the introduction of certain mechanisms and institutions, with an extensive control system to prevent leakage, dissemination, and use of information. both personal citizens and organizations and the state.

This paper also explored the forms and methods of information security of citizens, such as information patronage, information cooperation, and information confrontation (both in general and in the form of information warfare, information terrorism, information crime) – however, according to the author, there is the problem is that these forms are the theoretical basis and require practical implementation in the current legislation of Ukraine, to prevent the commission of criminal offenses.

Given that the legislation does not contain regulations that will regulate the issues of information and psychological impact on citizens, the author recommends

the Law of Ukraine "On Information Security of Citizens", which will determine the basics of information and psychological security of citizens, create a state system information and psychological security of citizens from the bodies and organizations of information and psychological security, as well as to determine in detail the factors and forms of negative consequences for entities that exercise and are subject to the information and psychological influence and responsibility for such influence.

If such a law is passed, it would be possible to warn:

- harm to human health, not only physical but also moral and the occurrence of negative consequences;
- information dependence syndrome;
- manipulation of public opinion;
- violation of important interests of citizens, society, and the state.

Also at the legislative level, there is a need to determine the main objectives of state policy in the field of information and psychological security of a person the individual, because almost all regulations provide for information security of the state and create a system of information and psychological security, which will perform such functions as:

- identification and analysis of entities that exert psychological influence and control over their activities;
- monitoring of the main negative information and psychological influences that cause antisocial behavior;
- development and improvement of methods and ways of detection and neutralization of negative influences, rehabilitation of victims of such influences;
- creation of licensing, certification, and control bodies in the field of information and psychological security;
- informing the public about the activities of individuals, including organizations that violate the legislation on information and psychological security of citizens.

Also in such a law, it is necessary to define exceptional cases when it is allowed to use special means and methods of information and psychological influence, for example, "In case of emergencies, catastrophes, natural and man-made phenomena it is allowed to push ways and methods of information and psychological influence. consequences of such situations ", etc. At the same time, there should be a reservation that making changes to exceptional cases of information and psychological influence should be carried out exclusively by law.

Responsibility for violating the ban on the use of information and psychological influence should be defined both in the law "On information security of citizens of Ukraine" and the relevant articles of the Criminal Code of Ukraine (criminal liability for violating the ban on information and psychological influence on citizens, which

entailed consequences), Code of Administrative Offenses, Civil Code of Ukraine and others.

It should be noted that such proposals for resolving the issue of information security concern the state. However, concerning the recommendation for citizens, an important means of counteracting information and psychological influence is self-development, improving their worldview, checking the information obtained in various sources, all information obtained in the media must be objectively questioned until such information is published in official sources.

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