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**IMPLEMENTATION OF EUROPEAN EXPERIENCE OF PUBLIC
ADMINISTRATION IN UKRAINE**

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Annotation: The article is devoted to using of foreign experience in the field of public administration in Ukraine. It is analyzed possible problems that a country may face during using foreign experience of public administration, described possible ways to solve such problems and showed examples of positive experience of using foreign experience in Ukrainian public administration.

Keywords: public administration, foreign experience, decentralization, civil service.

The challenges facing Ukraine today arise due to the contradictions of further development, namely: globalization, transformation of labour markets, the use of qualitatively new technologies in industry and increasing competition at the national and global levels. In practice, this is expressed in improving the activities of public authorities to increase the efficiency of their functioning. The result of these processes is the development of a mixed system of public administration, one of the shortcomings of which is the lack of integrity and consistency in the activities of all levels of public authorities. Thus, the urgent problem today is the transformation of the public administration system and the reform of the administrative, pension and other systems.

The search for new approaches to the organization of public administration has led to the abandonment of the traditional type of management rationality and

actualization of the processes of self-organization and self-government of social systems, as well as increasing the social efficiency of public administration. Modern concepts of New Public Management and Governance focus on high efficiency of public administration, political pluralism in decision-making, delegation of powers to lower levels of the management hierarchy, more balanced distribution of power, responsibility and accountability, development and expansion public participation [1]

The purpose of writing this article is to consider the possibilities of using foreign experience in the domestic public administration, analysis of problems that may arise when using such experience and find possible ways to overcome them.

To achieve this goal provides for the solution of the following tasks:

analysis of possible problems that may arise during the use of foreign experience in domestic public administration;

search and study of possible ways to overcome the problems that arise when using foreign experience of public administration in Ukraine.

The concept of public administration implies the integration of not only national but also universal principles of functioning of management systems. At present, due to systemic integration processes, the rules and procedures of functioning of national systems of public administration acquire the characteristics of integrated management systems. Under such conditions, the rationalization of public administration involves the introduction of foreign experience in the formation of mechanisms of public administration, the creation on this basis of viable models of functioning of public institutions, above all.

The main problems of using the European experience of public administration in Ukraine are:

foreign experience is often borrowed without a mandatory assessment of its applicability to specific conditions and characteristics of the country. In this case, a positive experience can turn into its opposite;

foreign experience is often borrowed eclectically, i.e. often used mutually exclusive fragments. A similar situation arises when using the experience of several foreign countries or models of public administration;

use of foreign experience, the result of which has not yet shown its effectiveness or proved its imperfection or ambiguity.

European countries demonstrate different approaches to public administration reform, and only with a certain degree of conventionality can these approaches be contrasted with each other as centralization and decentralization and attributed to, for example. England and France are two extreme opposites. The same, as well as to say that Germany has a trend towards France, and the Scandinavian countries - in the direction of England. Indeed, reforms in England have shown a tendency to centralize and control local interests. In France, local politicians influence the centre in defending the interests of communes. But, according to researchers, a comparison of the situation before and after the reforms allows us to draw ambiguous conclusions. In the course of governance reforms in England there were deeper changes, while in France little has changed [2].

Thus, the experience of public administration reforms in European countries has shown that the limits of decentralization are determined by the specifics of local relations and the potential of local self-government. Political decentralization and commercialization of public services in England, increasing the role of communes and the gradual transition to market relations in German government, administrative reforms and revitalization of local communities in France - all these processes reflect a model of decentralization, which focuses on other European countries [1].

Analysis of foreign experience in reforming public administration allows us to conclude that at the stage of reforms the system and subsystems of executive bodies have appropriate organizational structures that reflect the relationship between individual systems and subsystems of power, vertical and horizontal subordination, relations with higher authorities, subordinate and controlled objects. The optimality of organizational structures of this system is one of the factors increasing the efficiency of the executive branch. Subordination relations are provided between these levels. Thus, the system of local bodies of state executive power has such features as: a set of interconnected, closely interacting elements, relatively

independent on the functional principle: the internal organization of the system, which turns it into a single holistic phenomenon with a common goal [3].

Positive practice of democratization and various forms of political participation in the public life of European countries shows that in the face of growing diversity of society, its differentiation and individualization in all spheres of public life, any state apparatus is so far from the interests of the individual local features and other specific living conditions of communities. Therefore, it is quite logical that the role of regional and local self-government, public organizations that are closer to the interests of communities and regions should grow in order to more effectively manage regions in the country.

In the context of foreign experience in administrative reform, it should be noted that a new dimension of reform is enshrined in the Agreement on the Coalition of 2014 [4]. In particular, it concerns the decentralization of power as a process of transferring significant powers and budgetary resources from the executive to the local government. It is on the basis of foreign experience in the formation of local and regional development in Ukraine actually changed the "ideological" basis of public administration, because public reform is not latent today, but characterized by systemic nature, assessed on the basis of modern governance (within integrated public administration systems). management), and is perceived by the population as a modern political and administrative trend. Therefore, there is an urgent need to develop a concept of public administration based on the principles of European public administration.

Public administration reform is key for Ukraine, and all other changes in the country depend on its success. After all, it is difficult to imagine how to carry out any reform until the civil service is functioning effectively.

Studying foreign experience is very easy to adopt the external forms and attributes of the state, but very difficult to ensure the effective functioning of relevant institutions. If public administration reforms are carried out without taking into account or influencing the mentality, it is safe to say that the reforms will follow an unplanned scenario or fail altogether. Therefore, today it is not enough to focus on

the obvious advantages of European democratic institutions of public administration, it is more important to look for their own options for their application. And here it is necessary to see and control the situation as a whole and without stopping at some selected situational variables.

Thus, the use of foreign experience of public administration of developed European countries is possible and can increase the efficiency of domestic public administration only in solving these problems, such as mandatory and comprehensive assessment of the possibility of applying foreign experience taking into account domestic economic and political situation and implementation costs. specific actions with economic and social effect from their implementation; building a clear system of domestic public administration with an organic combination of all borrowed elements of foreign public administration and preliminary evaluation of their effectiveness using methods of modelling and mathematical analysis; use of foreign experience that has shown its effectiveness over a long period of time and is successfully applied by other countries

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