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ADVANTAGES AND DISADVANTAGES OF LOCAL GOVERNMENT REFORM IN UKRAINE AND FOREIGN COUNTRIES: A COMPARATIVE LEGAL ANALYSIS

ABSTRACT

A difficult political and economic situation in Ukraine in 2014-2015 is primarily attributed to the temporary occupation of Crimea and the ongoing war on the temporarily occupied territory of Donbass. Therefore, the decentralization of power and the reform of local self-government were extremely necessary to preserve and strengthen Ukrainian statehood through the introduction of new regional policies. The purpose of the article is a comprehensive analysis of the local self-government reform in Ukraine and foreign countries to determine its main advantages and disadvantages. During the research, it was found out that decentralization in the country leads to democratic transformations of the society based on the citizens' initiative and responsibility as well as provides a decent standard of living and quality services at the local level. The introduction of decentralization can be observed in almost all areas such as administrative, political, financial, social. It significantly affects the population potential and increases the responsibility of public authorities to the population. There is an improvement in the level of public services, regarding economic, legal, political, social and ethnic problems. Finally, the following proposals were made to introduce changes in the local self-government: the rights and responsibilities should be divided between different levels of government to equalize their interests and to facilitate the development of amalgamated territorial communities. Such administrative-territorial reform will help preserve the integrity and inviolability of the state sovereignty.

Keywords: decentralization, amalgamated territorial community, administrative-territorial system, public authorities, local development.

Summary: 1. Introduction – 2. Materials and Methods – 3. Results and discussions – 4. Conclusions

1. Introduction

The need to restructure the system of public authorities and build civil society in Ukraine caused these democratic transformations and changes. As can be seen from the example of European countries, the decentralization of power entails optimization of local authorities, strengthening local self-government and formation of amalgamated territorial communities in towns, urban villages and villages (Lelechenko et al., 2017). The Government of Ukraine signed the Concept of Reforming Local Self-Government and Territorial Organization of Power in Ukraine (Cabinet of Ministers of Ukraine, 2014) (hereinafter the Concept) on April 1, 2014 owing to current political processes and the state course for European integration. The Concept highlights the importance of decentralization in the country. It highlights the need to create appropriate conditions in the field of property (land owned by amalgamated territorial communities) and finance (the implementation of local authorities in taxes and fees in a certain administrative-territorial unit).

First of all, the decentralization reform described in the article consists in the establishment of state power on the principles of universality and subsidiarity in accordance with modern canons in European countries that provide decent living conditions and quality services to the population of amalgamated territorial communities of towns, urban villages and villages. In order to achieve the outlined goals, it is necessary to radically change the system of power territorial organization, form capable amalgamated territorial communities that will be able to promote local development and eliminate the duplication of functions and powers of local governments and executive authorities. Moreover, decentralization helps to involve citizens in decision-making. For example, the European Charter of Local Autonomy gives citizens the right to participate

in local self-government (Boryslavska, 2018). Decentralization is based on the principle of subsidiarity when the services provided to citizens meet their requirements and needs. Recognizing the citizens' needs, local governments "transfer" them to central authorities, and, therefore, the citizens become participants in policy formulation. When citizens control the most important local decisions and are free to contribute to the management of their town, they become active actors in governance (Bratkovskiy, 2018).

The decentralization is a reform that provides for the division of functions between the central and local governments in order to make decisions close to the citizens. This approach avoids bureaucracy. Thus, it becomes easier for citizens to participate in local self-government. With the help of decentralization, it is also possible to expand the means of communication available to the citizens (Bakumenko, 2021). In order to achieve the development of amalgamated territorial communities, local governments should have financial autonomy, which involves the right to raise and spend the revenue from the services they are responsible for.

Furthermore, to improve public administration, some powers should be transferred to bodies that are not subordinated to the central government but are elected or created by the community. Consequently, to create a perfect system of local self-government bodies it is necessary to determine the advantages and disadvantages of local self-government reform, taking into account international experience. These provisions justify the relevance of the study.

The aim of the research is a comprehensive scientific and legal analysis of the advantages and disadvantages of the local government reform in Ukraine based on the forefront international experience. In order to fully disclose the research topic, the following tasks were set: to describe the approaches to the concept of "decentralization" in Ukraine and foreign countries; single out the main indicators of the amalgamated territorial communities in Ukraine and their public funding; outline modern world models of local self-government;

determine the main positive and negative aspects of different stages of the local government reform implementation; analyze foreign countries' experience in the local government reform; provide scientifically justified recommendations for improving the local government reform¹.

2. Materials and Methods

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The research is based on the works of domestic and foreign scholars in the field of constitutional, administrative and municipal law. Philosophical, general scientific and special methods of scientific knowledge were used. The main philosophical methods were dialectical, which explored the main indicators of decentralization in Ukraine and the world, and hermeneutics that was used for the interpretation of domestic and foreign documents on local government reform and decentralization of public power.

Logical, forecasting and historical methods can be distinguished within general scientific methods. Thus, the concept of "decentralization" is analyzed by a logic method, which allowed to identify objective patterns of the development of this phenomenon in legal science and state-building practice. It made

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it possible to clarify the features inherent in decentralization and specify the contemporary scientifically justified concept of "decentralization". A forecasting method was applied in order to substantiate the reforms necessary for public authorities and local self-government. A historical method helped discuss the emergence and development of decentralization as a legal phenomenon.

Special legal methods were of particular importance for the research. Using a formal-dogmatic method the concepts of decentralization and reform of local self-government are defined. The problems regarding the implementation of constitutional and legal reforms of local self-government in Ukraine are singled out using a functional-legal method. In addition, the study of the advantages and disadvantages of the local government reform in Ukraine in comparison with international experience is carried out by logical-legal and system-structural methods. They helped to identify ways to improve the current legislation in the field of local self-government and decentralization. A comparative method was used to compare the local government reform in Ukraine and foreign countries' experience. In addition, the method of legal modeling allowed to formulate conclusions and proposals aimed at improving the current regulatory framework in Ukraine.

Regarding the theoretical basis, it should be said that decentralization processes in the context of local government reform have been studied by many scholars. In particular, much attention is paid to the theoretical and practical research on decentralization and local self-government by such scholars as V. Averianov (2009), V. Bakumenko (2021), O. Boryslavska (2018), M. Bratkovskyi (2018), B. Danylyshyn (2016), A. Lelechenko (Lelechenko et al., 2017). Apart from that, O. Kyrlylenko (2014), A. Melnyk (Melnyk & Vasina, 2017), A. Tkachuk (2015) have made a significant contribution to solving the problems of reforming the administrative-territorial system and ensuring the financial capacity of local self-government.

3. Results and Discussion

The municipal reform, the reform of local self-government, the decentralization of power, and the reform of amalgamated territorial communities are legal names for the transfer of powers to local self-government bodies that can be found in scientific publications and legislation in Ukraine and in foreign countries. First of all, it is first necessary to define the very concept of “decentralization” in order to explore the processes of the local self-government reform. According to Yu.S. Shemshuchenko’s (2003) legal encyclopedia, decentralization involves democratic changes and requires restructuring of the system of public authorities and the improvement of the civil society institution. As European experience shows, the reform of local governments, their strengthening and the formation of self-sufficient amalgamated territorial communities will not succeed without decentralization. After all, it is this legal process that ensures a decent standard of living and quality services for citizens at the local level.

Moreover, I.I. Yurkevich (2017) notes that the decentralization is a form of democracy development that simultaneously preserves the state unity and expands the possibilities of local self-government. It aims to give an impetus to the population to meet their own needs, narrow the sphere of the state influence on society, and reduce expenditures on the maintenance of the state apparatus. Apart from that, this process promotes direct democracy as it involves the transfer of the control over a number of local affairs directly to communities. V. Bureha notes that decentralization is not a single or a separate reform, but a set of measures for the purposeful, systematical and gradual transformation of the public administration system. Accordingly, the decentralization of power is rightly called one of the most successful reforms in Ukraine. This success is due to the fact that the results of these reforms affect almost every citizen and have become particularly noticeable for residents of towns, urban villages and villages (Kruhlov & Bureha, 2021). According to A.S.

Matviienko (2010), decentralization is the transfer of powers, rights and responsibilities from public authorities to local governments. This is a holistic phenomenon, which combines the ability of local governments to take power and the state to transfer power. Besides, it is related to the management of amalgamated territorial communities as an element of the administrative-territorial reform. It can also be considered a mechanism for cooperation and coordination of public authorities and local governments.

In fact, there are about 500 unofficial estimates of the concept of "decentralization" made by scientists, each of them having its scientific uniqueness. However, they all put forward that decentralization is a complex mechanism consisting of stages and a procedure for transferring all possible and necessary powers to local governments. For instance, it includes the consolidation of territories based on administrative-territorial units. The main definitions of "decentralization" in different countries are presented in Table 1.

Table 1. Approaches to the concept of "decentralization"

Scientist	State	The essence of decentralization
Wedel J.	France	The process of delegating power and allocations from the central level to the local level (e.g., regions, districts, towns, urban villages and villages). In such a way, the participation of the population in the development of their territorial community is directly traced. It also helps to increase the level of society democratization (Wedel, 2013).
Gibson D., Donnelly D., Ivanovich D.	USA	The process of transferring decision-making powers from the highest to the lowest level within the country (Gibson et al., 1991).

Jean-Paul Faguet	Great Britain	Delegation of functions and powers by the government, with all necessary attributes such as administrative, political and economic. Local authorities act as separate units in the administrative-territorial and functional sense, according to current regulations of the state (Faguet, 1997).
Kalman Mizsei	Hungary	Decentralization should be used for rapid economic growth and the reallocation of resources. To achieve effective development, local governments must have their own financial resources and tax base as well as the possibility to protect and use their share of central taxes (Swianiewicz, 2002).
Lelechenko A.	Ukraine	Delegation of powers, resources and responsibilities from central to local semi-autonomous public authorities, as well as to private business entities (Lelechenko et al., 2017).

Analyzing the above definitions of "decentralization", it is worth highlighting that they differ only in administrative-territorial units characteristic of each country under study while their essence is reduced to the process of delegating authority to the local level. The decentralization of local self-government is a very important process for the country's democratic development. Thus, decentralization is defined as the process of political devolution of fiscal policy and decision-making from the central level of the government to the local one. The decentralization reform is taking place in almost all countries, especially in the developing ones and those undergoing significant political changes. It is carried out to challenge the monopoly of decision-making by the central government. So, this reform aims to:

1. create a stable democratic system;

2. increase the government's efficiency;
3. stimulate the creation of a sustainable basis for economic development at the local and national levels;
4. make the management more transparent;
5. involve citizens in decision-making.

Decentralization strengthens the principle of transparency and accountability. The principle of accountability works best at the local level because the devolution of power makes the government more accountable for performing its functions. Moreover, decentralization increases citizens' participation in basic decision-making, which has a direct impact on the community. The principle of sub-solidarity of the government closer with the citizens is the basic concept of decentralization. It is also necessary to emphasize that decentralization includes 3 levels, as follows:

6. deconcentration reduces the workload of the center and brings the government closer to the citizens;
7. delegation of certain responsibilities and powers to administrative-territorial units;
8. transfer refers to a situation where the central government transfers political, financial and administrative powers to local authorities (Bratkovskiy, 2018).

Decentralization can be classified into the following types: administrative, political, budgetary and market. The essence of administrative decentralization is to maintain subordination to central authorities. Political decentralization presupposes making management decisions. Budget decentralization consists in the decentralization of financial and material resources, which ensures the economic independence of administrative-territorial units. Market decentralization is the division of analysis and management functions between public and private structures. These types reinforce the general trend and complement each other. Consequently, decentralization, as a specific method of go-

vernance, is a significant tool in the development of local democracy and self-government. It is considered to be a redistribution of powers between the center and the regions in order to facilitate the development of administrative-territorial units and the delegation and sub-delegation of functions and powers to the regions. (Averianov, 2009).

It is interesting to note that most countries have already passed all stages of decentralization, while Ukraine has completed only one of the stages, namely, the formation of amalgamated territorial community (hereinafter ATC) was completed in 2020. The first elections to the newly formed communities were held in October of the same year. In 2014, Ukraine launched an important reform aimed at integrating the country into the European Union. Perhaps its most important component should be the implementation of decentralization policy, which aims to give local governments broader rights and powers to address issues of local importance.

Combining the financial and administrative decentralization with other reforms, which is aimed at strengthening the capacity of communities to function as local governments, and providing community residents with affordable and quality administrative, communal and social services have become characteristic features of the current decentralization model in Ukraine. 1,070 amalgamated territorial communities, which are united into 4,882 communities, have been created in 6 years of reform. It is worth mentioning that the first local elections have been held in 936 amalgamated territorial communities. The government approved long-term plans for the formation of amalgamated community territories in 24 regions, which will cover 100% the country's territory. Up to the present, the area of formed ATCs constitutes almost 47% of the total area of Ukraine. More than 70% of the population of Ukraine lives in ATCs and cities of regional significance (Government Portal, 2021).

In accordance with the adopted Law of Ukraine dated 16.04.2020 No. 562-IX "On Amendments to Certain Laws of Ukraine on Defining Territories

and Administrative Centers of Territorial Communities", the Cabinet of Ministers of Ukraine identified administrative centers and approved the territories of 1,470 able-bodied amalgamated territorial communities to hold local elections on a new territorial basis in 2020. Owing to the introduction of inter-municipal cooperation, communities were able to consolidate their efforts and launch joint projects. In particular, 1,354 amalgamated territorial communities concluded 604 cooperation agreements (The Verkhovna Rada of Ukraine, 2020). In addition, according to the official data, almost 102 billion hryvnias were allocated in the form of a state subvention for socio-economic development for newly established ATCs (Fig. 1).



Figure 1. State support of ATC in 2020

Source: according to Government Portal (2021)

The essence of decentralization reform in Ukraine is to amalgamate territorial communities in order to maintain the administrative apparatus and im-

plement far-reaching local development projects. The reform implies the obligatory unification (consolidation) of territorial communities, taking into account the positive experience of foreign countries and their historical development. It is worth noting that the consolidation of territories within the community has its own reasonable boundaries. Accordingly, the distance from the center of the community to its farthest settlement should be such that in case of emergency it can be overcome in no more than 30 minutes by a fire brigade, an ambulance or a police patrol. The assistance provided over a longer period of time loses its effectiveness dramatically. As for the new borders of the amalgamated territorial communities, they were settled by the regional authorities, taking into consideration all available factors and the opinion of the local population. Rural communities that do not have their own village councils are represented in the local council by their deputies and in the executive committee by village elders. Solving residents' urgent problems in the council and the executive committee is carried out by mayors and deputies. Such important services as administrative and social assistance, territorial centers, fire, law enforcement, sanitary and epidemiological services have been transferred from district centers to the centers of affluent communities (i.e. closer to citizens living outside the district centers). If citizens lack these services, a sufficient number of new ones should be built, financed from the state budget.

In addition, executive bodies of district and regional councils will be established, which real power was transferred to. This factor significantly increases the influence and authority of local governments, as they were elected by residents directly in local elections. Instead of local state administrations, prefects will be created, authorized to control the activities of local governments in accordance with the Constitution and laws. Thus, they are entitled to suspend the decision of regional or district councils and turn to the courts if it contradicts current legislation of the state. If there is a serious violation of the Constitution (for example, a regional council decides to found a "republic"),

the president vetoes such a decision and appeals to the Constitutional Court (International Center for Policy Studies, 2015). However, the Cabinet of Ministers of Ukraine has not yet developed a clear model of the distribution of resources, powers and control limits among national, regional and local levels of government. Therefore, a significant shortcoming of the implementation of decentralization is the inconsistency of the reforms. There can be distinguished some key problems of amalgamated territorial communities that directly hinder the achievement of their financial capacity:

- a significant reduction of local government revenues (started in 2019), which does not correspond to the expenditure powers delegated to local authorities;
- the lack of an opportunity to dispose of land plots located outside the settlements of the ATC, which is explained by the incomplete transfer of land from the state ownership to the communal ownership of the amalgamated territorial community. Accordingly, it significantly narrows the possibility of receiving payment for land, which is the main financial resources local governments;
- low-qualified specialists in charge of community management, taxation, investments, innovations, project financing that leads to the inefficient use of financial resources or the inability to absorb state subsidies by amalgamated territorial communities;
- the lack of incentives for more financially viable communities to unite with depressed areas (Osypenko, 2019).

When studying the international experience in implementing decentralization mechanisms, it is possible to find a number of differences. Thus, some successful projects have not become widespread in Ukraine, whereas others are just being prepared for implementation. The term “full decentralization of power” is often used in the local legislation. This process is quite complex and long but necessary for the formation of independent and capable territorial

communities. Nowadays, Ukraine has the task of creating its own model of decentralization. The governance system that was developed in Ukraine, that is, the government - the region - the district - the village council, deprived local authorities of the opportunity to implement effective policies in the residents' interests. The expediency of decentralization is evidenced by the practice of foreign countries. For example, in Poland, 85% of the budgets of local communities are used without the consent of the central government while in Switzerland, each local community decides what percentage of taxes it will pay to the center (Zhuravel, 2007).

Foreign experience shows the importance of decentralization for countries in process of profound changes in the system of social relations regulation. Moreover, decentralization is an effective way to change the essential characteristics of society. It is also necessary to determine the main features of local government models, which is illustrated by the following table 2:

Table 2. The models of local self-government in foreign countries

Model of local self-government	Countries	Characteristics of the model
Continental	Poland, France, Italy, Bulgaria, Spain, Belgium, the Netherlands	A symbiosis of local self-government and public administration. The hierarchical structure of the government, where territorial authorities are part of the state power chain. The lack of full autonomy of the local self-government, the presence of controlling officials authorized by the state
Mixed	Austria, Germany	The body elected in local elections can act both as a municipal government and as a state one
Anglo-Saxon	Great Britain	Significant independence of the municipal government, the ability of the population to control and elect their representatives

		to these authorities. The lack of state-authorized persons who control the work of the local self-government and local state administrations
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Furthermore, the successful implementation of the local government reforms can be exemplified by Sweden, Denmark and Finland. Thus, in Sweden, the association of municipalities centered in neighboring cities is enshrined in law. In Finland, attempts were made "from above" to reduce considerably the number of municipalities as it was done in Sweden and Denmark. The principle of voluntary unification prevailed after numerous discussions of territorial reform. In order to perform the tasks and powers provided by the state in the areas of education and social protection of children, subsidies from the state were introduced. Besides, to unite even more territorial units, the state was guided not by administrative but by financial and economic methods and granted additional allocations and subsidies. However, the reforms that were carried out voluntarily gave a positive result. That is why, they should be adapted for the reform in Ukraine (Ruzhetska, 2017).

It is also worth mentioning that while implementing the reform, France was primarily concerned with increasing subnational autonomy, creating regional autonomy, and reducing the weight of the state and prefects in local governance. It is interesting to note that France was previously considered to have the most centralized government. Currently, it is the country with more than 36,000 territorial communities and one of the five countries with the greatest economic potential. France passed a law on the formation of agglomerations, namely the formation of communes out of several settlements. It will solve the problems of communities' population, save the state material resources and help the territory to earn money on its own. The policy of this country is de-concentration (transfer of powers from the state to municipalities) and decon-

centration (transfer of administrative functions of the state to local governments) (Arkhypenko, 2018).

Similarly, Sweden did not avoid a broad reorganization of local government due to the "paradox of numbers" (Demchak, 2015). There was a need to reconsider the number and the size of local units, as by the mid-1940s there were more than 2,000 communes with a population of only a few hundred. Such communes were constantly short of funds and, therefore, could not effectively perform their functions. During the reforms, Sweden implemented a number of legislative and organizational measures aimed at reducing the number of municipal units by maximizing their size. As a result, the number of municipalities decreased by almost ten times, that is, in 2003 there were only 290 municipalities in the country with an average population of 30 thousand people. At the same time, the revision and the redistribution of functions and responsibilities between the central, regional and local levels of government were realized. Their main objective is to strengthen decentralization in management and expand opportunities for local authorities in addressing all the issues related to the livelihood of the population in their jurisdiction (Tkachuk, 2015).

Accordingly, the highest level of decentralization of local self-government can be traced in Sweden. Along with Norway and Denmark, this country is implementing "free local government" that involves the increase in the level of local autonomy and independence from the center. It aims to improve the field of public administration, monitors various aspects of the transformation and the revitalization of local governments. At the same time, local conditions are taken into account, and local communities and governing bodies are given significant powers and opportunities to manage on the ground. Municipalities participating in the experiment (only voluntarily) receive considerable freedom from the government. Mild pressure and certain time limits for the voluntary period of unification in Sweden encourage Ukraine to seek similar methods. Given the complete distrust of the population in public authorities, Sweden's

reforms is useful in terms of understanding the reality (unreality) of the voluntary association of communities. (Demchak, 2015).

Over the years of decentralization in Ukraine, it is possible to identify achievements and problems that still need to be addressed. Taking into consideration the importance of decentralization and difficult conditions for its implementation, it is not surprising that the reforms of regional policy was quite difficult and ambiguous. Among the most important achievements there are the completion of the unification of territorial communities, the consolidation of districts, budget decentralization, and the improvement of mechanisms for amalgamating communities without holding new elections in the ATCs. These achievements should also include the revival of the economic activity in the ATCs and the emergence of new opportunities for cooperation between communities to solve common problems.

At the same time, enough problems remain unresolved. The most critical ones are the following: the lack of constitutional consolidation of reforms related to decentralization, the absence of legal regulation of the communities' ability to manage agricultural lands, and the significant increase in tensions between the center and the regions. The problem of politicization of the activities of local self-government institutions due to the peculiarities of the electoral system needs to be solved as well. In addition, certain dangers of possible "enclavization" of an ATC on linguistic or ethnic grounds should not be underestimated (Kruhlov & Bureha, 2021).

The success of the reform in terms of improving the material security of towns, urban villages and villages as well as expanding the range of their powers to use available resources promote the creation of the centers of economic activity at the local level and conditions for unlocking the internal potential of communities. In contrast to these progressive steps, the management of territorial communities has not started to function properly yet due to the unregulated redistribution of rights, responsibilities and powers between terri-

torial communities and towns, urban villages and villages. Objective conditions for changing the division of powers are the following:

1) the need to change regulations of local self-government, local executive power, financial and organizational support of communities;

2) the need for the implementation of the principles of local self-government owing to integration of Ukraine and the European Union, which leads to the improvement and adjustment of local policies and governance on the ground;

3) the need to take into account the challenges posed by external and internal factors of statehood and the peculiarities of this reform in different regions (Shevchenko et al., 2020).

The goal of amalgamated territorial community is to improve the quality of public service delivery. It is worth noting that larger communities can provide relevant services more effectively, primarily in view of "economies of scale" (Swianiewicz, 2002). The results of the comparative analysis of the territorial communities associations in different countries show that local governments in communities with a population of 25...250 thousand inhabitants are considered the most effective ones (Ebinger et al., 2018). Obviously, this conclusion is not universal, as public services can vary greatly between small and large communities. For example, patrol police will work more effectively in small communities, while large communities will be able to provide better specialized medical services.

Large communities have become more able to provide a wide range of specialized and capital-intensive public services to their residents. At the same time, researchers warn of the risks of a simultaneous increase in their cost. Thus, the association of territorial communities strengthens the capacity of local governments to provide more diverse and high-quality services to community residents. The analysis of practical implementation of the reform in European countries demonstrates that in the vast majority of cases the ability of

self-governing bodies of amalgamated territorial community to provide quality public services is growing (OECD, 2014).

Apart from that, there can be distinguished the following positive aspects of decentralization: the possibility of the communities' population to participate in the management of their community and decision making directly during the election of their representatives to municipalities; creating necessary conditions for the rapid development of territorial communities; the distribution of funds in order to quickly resolve urgent issues of local importance; improving conditions for the local economic development; promoting transparent local decision-making; increasing the responsibility of local governments for their activities to the community; and improving the services quality.

However, the decentralization reform also has its negative aspects such as the reduction of the ability to influence the macroeconomic situation at the national level; lack of coherence of delegated powers; slowing down the implementation of state programs. They are attributed to the fact that more importance is attached to local development. Therefore, it caused the incapacity of central authorities to control liability for the provision of services to the population of territorial communities and the inconsistency of the transferred tasks and powers with the available resources for their implementation (Khrebtii, 2019).

4. Conclusion

To sum up, by 2021, in Ukraine capable, although not financially viable, amalgamated territorial community were established. Moreover, the mechanisms for implementing the reforms of the administrative-territorial system) of the local government reforms are being developed. It is at this transitional stage that the use of foreign experience is important. The international experience makes it possible to identify the following aspects that will help in the implementation of decentralization in Ukraine:

7. increasing the level of the local authorities' responsibility for their activities;
8. enhancing the responsibilities, powers and rights of municipalities to address local issues and make decisions;
9. implementing the decentralization reform while preserving the territorial integrity and sovereignty;
10. establishing the principle of subsidiarity to overcome the problems and conflicts of interest between the state executive bodies and local governments;
11. introducing the regional policy to ensure regional development;
12. dividing the rights, the responsibilities and the powers of different levels of government in order to achieve a balance of interests between them.

The reforms carried out in foreign countries show that decentralization will play an important role in the transformation of society and the transition to democracy. In general, its implementation can be observed in the administrative, political, financial, and social spheres. In addition, it significantly promotes the development of human potential, the government responsibility, the public services quality, the society democratization and facilitate solving economic, legal, political, social and ethnic problems.