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**MODERNISATION OF THE PUBLIC MANAGEMENT SYSTEM
IN UKRAINE**

ABSTRACT

The existence of Ukraine as an independent subject in the international arena provides for a modern legal and democratic system of public management, which serves as the basis for the evolutionary transformation of socio-political relations in the period of post-war development of the state. The purpose of the study is to determine the areas of improvement and renewal of the public management system in Ukraine by considering the main stages of its historical development and functioning of the components of the public management system at the present stage. The main approaches used were the historical method, which analysed the transformation of the public management system at different stages of Ukraine's development, and the method of system analysis, which was used to investigate the key components of the Ukrainian public management system.

The main aspects, features, and elements of the public management system in Ukraine are considered. It is determined that the content characteristics of public management practically did not change, but its functional component underwent transformations. The paper focuses on successful attempts to develop self-government that took place during the first state formations on the territory of modern Ukraine. In the Soviet period, the practice of self-organisation and public control was nominal; the role and significance of communities was then minimal and did not have a decisive influence on public management decision-making. With independence, the processes of democratisation of public administration began, the development of such a component as local self-government, territorial communities received more rights, but a number of complex issues related to their functioning remain. In the 21st century, legislative changes took place: the rights of public institutions expanded, the processes of decentralisation and digitalisation of public management intensified, but corruption and the influence of oligarchic groups increased. The situation in which the modern system of public management in Ukraine is characterised by a number of innovations and reforms is outlined, but a qualitative update is needed in the area of preventing corruption and expanding the powers of local authorities, in accordance with the principles of decentralisation. The results and conclusions of this study can be used as a theoretical basis for further scientific research and for improving the public management system.

KEYWORDS: public management, public policy, public service, local self-government, democratisation, digitalisation, decentralisation.

INDEX: 1. Introduction. - 2. Material and Methods. - 3. Results. - 4. Discussion. - 5. Conclusions. 6. References.

1. Introduction

Since its inception, the Ukrainian state has been characterised by various intense processes in the context of confrontations and the search for consensus and agreement between representatives of public opinion and the authorities. The level of efficiency of functioning of public authorities directly depends on the ability of the state leadership to meet the basic needs and requests of the population. The development of the Ukrainian state at various stages was accompa-

nied by complex transformations of the public administration system; various political, economic, social and other processes directly or indirectly affected the public management system, and in particular, the functioning of such a component as public management. Negative phenomena associated with the uncontrolled enrichment of individual government representatives, the influence of oligarchic clans, significant corruption, deepening the crisis of trust between the authorities and the public, form barriers to a qualitative transition to the European scenario for the development of public management. The study of public management in the context of determining the prerequisites for ensuring its effective functioning is an urgent and timely task; today, in the context of globalisation transformations, the transition to qualitatively new systems and methods of activity in the field of public management and local self-government, it is extremely important to develop an efficient public service. In this context, it is important to have a clear understanding of the development features of all components of public management, methodological foundations and practical aspects of the functioning of its subjects.

The issues of developing and implementing effective mechanisms for public management of public life processes in Ukraine have always been relevant. The development of effective methods and the search for acceptable solutions to urgent problems and tasks in various spheres of public life based on coordinating the interests of elements of the public system and attracting the potential of all components of public management causes increased attention of both public institutions and government structures. These issues became particularly relevant after Russia's full-scale invasion of the territory of Ukraine in the context of rational use of all opportunities of territorial communities with the involvement of the potential of local self-government bodies, strengthening the coordinating and integrating role of state authorities. Therefore, it is extremely important to carefully analyse the activities of all public management entities, determine their functions, rights, obligations, and opportunities to achieve the outlined goals of public development.

According to N. Goncharuk and A. Cherednychenko, the transformation and recovery of the Ukrainian economy in the period of post-war development requires a clear state strategy, where the achievement of positive results depends

entirely on the successful work of all subjects of public management [1]. However, due to the existence of significant contradictions in the context of globalisation, human, social, political, and economic development of Ukraine, it is difficult to define clear approaches and effective mechanisms for the modernisation of the system of public management and local self-government on the European model.

Following O. Zubchik et al., the combination of centralised and local governance in the context of the national policy implementation is a powerful tool for improving the overall effectiveness of public policy in the country, especially in conditions of martial law and general uncertainty [2]. However, in the absence of a regulatory framework that would clearly consolidate the powers of government structures at various managerial levels, organisation of the effective functioning of the public management system is an extremely difficult task.

Digitalisation, as the main condition for the current stage of development of public management of any democratic state in the world, according to R. Primush, is a sign of a strong national security system and the protection of important government data [3]. The issue of modernisation of public management requires comprehensive investigation due to the high risk of interference in the system of external forces, which gives the problem of updating the public management system a special urgency and relevance.

Improvement of the regulatory support of the public management system in Ukraine will contribute to the creation of a new state model based on the principles of new public administration and public management. I. Kormych and A. Kormych argue that this strategy is the most successful for Ukraine, but it is necessary to carefully consider the local specifics and national tradition of conducting political activities in the state [4].

European support and use of European experience in the processes of modernisation of the public management structure in Ukraine, according to S. Khadzhyradieva and J. Shevtsova, will contribute to more effective implementation of the main tasks in the context of modernising the national policy through decentralisation and increasing the powers of local self-government [5]. However, the defining word should remain with the central government – in order to avoid threats to national security and stability.

The purpose of the study is to summarise the areas of the modernisation of public management in Ukraine through the analysis of historical development and consideration of its current state by highlighting specific features of the activities of the main subjects of the public management system.

2. Materials and Methods

The following methods were used in the preparation of this research paper: historical, statistical, comparison, system analysis, and the method of system modelling. The historical method was used to determine the main stages and time periods in the process of establishment and development of the public management system in Ukraine. This method was also used to draw parallels in the context of studying the transformation of public management at key stages of Ukraine's development as an independent entity in the international arena. The statistical method was used for qualitative and quantitative assessment of Ukraine's position as a legal entity in the global dimension through the prism of positioning it in a number of world ratings regarding the level of development of democracy, press freedom.

The comparison was used to contrast the functions, rights and obligations, and specifics of the activities of the main subjects of public management in Ukraine during different historical periods – Kievan Rus, Zaporozhian Sich, and the Soviet Union. The method was also used to compare individual types, factors, and areas of functional use of the results of activities in the field of public management. The method of system analysis was used to determine the basic elements, structural components, and general state of public management in Ukraine; the method contributed to the consideration of characteristic features and specific features of the implementation of public policy implementation tasks in different periods of the development of Ukrainian statehood. The method of system modelling was used to develop ways to improve the public management system in the state and present practical recommendations based on these developments to activate the processes of modernisation and actualisation of public management activities.

In order to examine in more detail the specifics of the functioning of the public management system in the state and to investigate ways to improve and

modernise it, the following materials were analysed: Constitution of Ukraine [6], Order of the National Agency of Ukraine on Civil Service of Ukraine No. 158 “On the Approval of the General Rules of Moral Behaviour of Civil Servants and Local Government Officials” [7], Strategy for Reforming the Public Administration of Ukraine on 2022-2025 [8], statements of state authorities [9], official reports of international organisations [10-12], statistics [13-15], analytical reviews [16], and training materials [17]. All of the above materials contributed to a deeper and more substantive investigation of public management issues in Ukraine and became a practical basis for developing recommendations on ways and means of modernising the public management system.

3. Results

Due to consistent and generally harmonious evolutionary development, the vast majority of countries in the world have been able to develop a complete, functional, and efficient system of interconnected development of the state and society. Faced with a number of challenges and obstacles in socio-economic, political, humanitarian, and other areas of public administration, such countries have created unique systems of public management, the main participants of which are in contact with each other on the basis of equal and legal interaction [18]; democratic principles, stable development of legal relations, the rule of law are the basic basis here – the level of development of democratic values, ideas, and principles depends on the overall improvement of a particular country, which is demonstrated by numerous world ratings and global indices (Table 1). The higher the level of democracy, the more developed and modern the system of public management and governance in the state is – this is achieved primarily through decentralisation, increasing the role and influence of local self-government, and through the intensification of digital and information processes in the public sphere [19, 20].

Table 1. Level of democracy in the world according to the Democracy Development Index in 2021-2023

Country	Management system	Index (place in 2023)	Place in 2022	Place in 2021
Norway	Constitutional monarchy	9.8 (1)	1	1
New Zealand	Constitutional monarchy	9.4 (2)	2	2
Finland	Parliamentary republic	9.3 (3)	5	3
Sweden	Constitutional monarchy	9.3 (4)	4	4
Iceland	Parliamentary republic	9.2 (5)	3	5
Denmark	Constitutional monarchy	9.1 (6)	6	7
Ireland	Parliamentary republic	9 (7)	8	6
Taiwan	Parliamentary presidential republic	9 (8)	10	8
Australia	Constitutional monarchy	8.9 (9)	15	10
Canada	Constitutional monarchy	8.9 (10)	12	12
Ukraine	Parliamentary presidential republic	5.6 (86)	87	86
Democratic Republic of the Congo	Presidential republic	1.4 (162)	153	158
Syria	One-party system	1.4 (163)	152	160
North Korea	One-party system	1.1 (164)	165	165
Myanmar	Military junta	1 (165)	162	164
Afghanistan	Unitary totalitarianism	0.3 (166)	166	166

Note: countries are rated on a scale from 0 to 10, where 0 – the lowest level; 10 – the highest. The index includes factors such as the electoral process, political participation, government functioning, political culture, and civil liberties.

Source: compiled by the authors based on [10; 12-14; 19].

Before considering the topic of public management in Ukraine, it is necessary to determine the main terms and concepts. For example, the term “public management” was first introduced into wide circulation in 1972 by the British civil servant D. Keeling, describing it as the process of allocating the most effective mechanism for applying all available resources in order to achieve the priority goals and objectives of the national policy as successfully as possible [21, 22]. It is also necessary to distinguish the concept of public management from public administration. If public administration refers to a system of measures, factors, mechanisms, and methods of interaction between political parties, public organisations, and other subjects to achieve their goals, then public management is interpreted as the activity of the state itself, state bodies for the purpose of administering and monitoring socio-political changes in the country [23, 24]. It can be

summarised that public administration includes many components, such as public service, public management (according to some experts, these concepts have slightly different meanings, but are often used as synonyms) [25-27].

The development of public management in Ukraine has a long history; the first signs of modern management in the form of primitive proto-state authorities began to appear on the territory of the country at the time when nomadic peoples first appeared in the northern Black Sea region, where they created the state – Scythia [17]. The ruler there was the Tsar, who was appointed on the principle of succession, the legislative body was the people's assembly of the Scythians. Subsequently, in the times of Kievan Rus, the number of subjects of public management increased: in addition to the prince, the council of boyars and the people's veche functioned here – the first public association in the history of the Ukrainian state [28], which became a certain model for the development of local communities and councils in some European countries [29]. During the Cossack period, the development of state-building processes continued; a qualitative sign was the beginning of self-organisation of the Ukrainian people in the form of the Zaporozhian Sich. The military and political nature of the society at that time played an important role in the emergence of the ideological basis of modern Ukrainians. Subsequently, during the stay of the Ukrainian lands under the rule of the Russian Empire, the achievements of local self-government were somewhat lost, and during the period of Soviet power – almost destroyed and forgotten. After 1991 – the time of independence – the traditions of public management are being revived again in Ukraine [30], combining the best world practices (in Western Europe at that time there were revolutionary changes in the field of public management, mainly due to decentralisation and updating of the legislative framework [31]) in the field of public administration for more effective interaction of all participants in public management processes.

In the 21st century, the sphere of public management is gaining significant proportions, because now, in the context of European integration and entry into the single European economic and political space, reforms are actively being carried out in Ukraine, in particular, in the field of digitalisation, decentralisation, and increasing the role and influence of local authorities [5; 28]. An important sign of increasing attention to the improvement of the public management system

in Ukraine and obtaining positive results in the public sphere is the dynamics of positioning the state in the relevant ratings, especially in the European Open Data Maturity Index and the World Social Progress Index (Table 2); before the start of the full-scale invasion, Ukraine showed better results every year, indicating an improvement in the situation towards effective implementation of tasks in the field of public management.

Table 2. Ukraine in the world rankings for the period 2021-2022

Rating	Place in 2022	Place in 2021
European Open Data Maturity Index	2	6
World Giving Index	10	20
Military Strength Ranking	15	22
EF English Proficiency	35	40
Social Progress Index	52	48
Global Innovation Index	57	49
Global Competitiveness Index	66	61
Global Food Security Index	71	58
World Happiness Report	98	110
World Press Freedom Index	106	97
Economic Freedom Index	130	127
Global Peace Index	153	142

Source: compiled by the authors based on [16].

In Ukraine, the system of public power includes legislative, executive and judicial power, and the system of local self-government. According to the Constitution of Ukraine, the highest executive authority and the main subject of public management in the state is the Cabinet of Ministers, to which other state bodies and institutions are subordinate (Table 3). In practice, the system of public management is much broader and more extensive, it also consists of representatives of business, scientific sphere, mass media, public organisations [4].

Table 3. General system of executive authorities in Ukraine (in accordance with the Constitution of Ukraine)

Organisation	Subordination, subject 1*	Subordination, subject 2*	Subordination, subject 3*
Cabinet of Ministers of	Prime Minister of Ukraine, Deputy	Ministries	Local state administrations,

Ukraine	Prime Ministers, Ministers		territorial bodies of central executive authorities
		Central executive authorities	Local state administrations Territorial bodies of central executive authorities
Council of Ministers of the ARC**	Chairman of the Council of Ministers, Deputy	Ministries	Local state administrations
		Republican committees	Local state administrations

Note: * – hierarchical structure of subordination: subject 1 reports to subject 2, subject 2 reports to subject 3; ** – Autonomous Republic of Crimea.

Source: compiled by the authors based on [6].

Subjects of public management interact with each other at different stages of the national policy implementation and with different intensity; the key signs of such interaction can be called the following: the desire of authorities to coordinate national and local interests; establishing contact with civil society; increasing the role and influence on public management decisions of public organisations, mass media; attracting the potential of the business sector and scientific institutions to the implementation of the country's development tasks.

The main document regulating activities in the field of public management is the Constitution of Ukraine, which introduced the basis for the development and functioning of public authorities. According to the Basic Law, the only source of power in Ukraine is the people, in whose interests the subjects of public management act, and who have the exclusive right to make decisions on key aspects of state activity and social development [2; 6]. The legal framework of public administration consists of legislative and regulatory acts that complement and clarify the provisions outlined in the constitution, but there is no single interpretation of the main concepts in the field of public administration and public policy in Ukraine [1]. The issue of improving the public administration system in Ukraine is acute, the most pressing problems and key aspects, the achievement of which is necessary for its modernisation in the context of modern challenges, are widely discussed. After all, in the 21st century, the problems of a

strong bureaucratic process accompanying activities in the field of public management remain unresolved; a low level of social interaction between subjects of development and implementation of public management decisions; uneven (geographically) development of digital services in the public sphere.

Among the key areas of modernisation of public management in the context of ensuring its adequate response to the challenges of public development are the following: establishment of a clearly ordered and formalised interaction of public management entities in the horizontal and vertical plane; development of an effective organisational and functional structure of the public management system, considering modern public requirements and needs, real conditions in which Ukrainian society is located; implementation of innovative management technologies in the functional activities of public administration entities at different levels of the public management system in order to develop effective mechanisms for post-war renewal of the country; increasing the objectification of goal determination, and development of mechanisms of public management using strategic, systematic, synergetic approaches; development of a system of professional and politically neutral public service; increasing the effectiveness of public control; development of the potential of decentralisation. Achieving the outlined guidelines for the development of public management in Ukraine is possible if the institutional basis for attracting the potential of all elements of the social system is established, based on democratic and legal principles and using the best international practices [28].

The renewal of the public management system should be comprehensive and harmonious, based on the consideration of internal and external factors of the environment of life of Ukrainian society, provide for the introduction of effective forms of integration of efforts of state bodies, local self-government, public sector, business structures in towards creating prerequisites for bringing Ukraine to the trajectory of post-war development. It is important to reinforce the integration, balancing, guiding, and coordinating influences of the state, based on the interests of the public, business, and territorial communities. It should be noted that Ukraine began the next phase of modernising the structure of public management at the beginning of the 21st century; however, the status of a candidate for membership in the European Union (EU), which the state received

on June 23, 2022, contributed to the fact that Kyiv began to implement much more active reforms of social, economic, political, and other areas, which are mandatory for the harmonious democratisation of the sphere of public management and administration [9]. To date, a number of successful transformations have been carried out in socio-economic and managerial systems at various levels as a result of the implementation of the decentralisation reform, the implementation of large-scale digitalisation, and the introduction of the latest information technologies [3, 4]. All this directly contributed to the development of democracy and ensuring the stable life of Ukrainian society, despite the ongoing Russian-Ukrainian war and despite the negative terrible consequences that it caused.

After the beginning of a full-scale invasion of the territory of the Ukraine, the problem of protecting sovereignty, integrity, and national unity became the main topic of discussion, primarily in the context of fulfilling the tasks of public management. It was determined that a weak system and an undeveloped functional component allow further developing any state and strengthening it in the global space [27]. The basic component of modernising the sphere of public management in Ukraine should be its approximation to European and international standards: comprehensive tolerant treatment, respect for representatives of all religions, nationalities, and other social groups. Such an ideology is the main feature of a democratic society, in which public structures, all subjects of public management interact with each other on equal rights and with a decent attitude [1]. In this context, there are a number of problems in Ukraine: there are still cases of intolerance, outbreaks of aggression against representatives of other religions, nationalities, and different sexual orientations [11].

The next important element of the modernisation of public management, and in particular, such a component as the public service, should be a purposeful fight against corruption. This problem is the main obstacle to Ukraine's rapid accession to the EU, hinders the free development of the European public administration infrastructure with equal participation of public institutions. In this context, it is important to implement reforms, in particular, to strengthen criminal liability for illegal actions and abuse of authority. To effectively combat this challenge, it is necessary to develop and implement effective mechanisms for public control over the activities of public authorities. In war conditions, it is usual-

ly difficult to carry out modernisation transformations, but they are necessary to accelerate the victory and restore the Ukrainian state in the post-war period. Thus, the main task of public management (this is acceptable for all countries that are at the stage of recovery after the end of hostilities [32, 33]) during this period should be active assistance in the modernisation of industrial enterprises (mainly military), ensuring the security of energy and social infrastructure facilities, protecting the agricultural sector, and small businesses [2].

The implementation of the above-mentioned areas of modernisation of the public management system requires proper regulatory support. An important document defining the key principles and principles of public administration and public control in Ukraine is the Strategy of reforming the public administration of Ukraine for 2022-2025, according to which the main tasks of improving the public administration system for the coming years should be: ensuring access to high-quality administrative services for both citizens and business entities; developing a professional and virtuous public service focused on the protection of citizens; forming prerequisites for effective development and implementation of the national policy based on the interaction of state bodies with interested parties [8].

Along with this, it is necessary to review and improve the current legislation, in particular, the laws of Ukraine “On Civil Service” (emphasis on the functions, duties and tasks of civil servants to minimise the occurrence of corruption schemes, and to increase the level of trust in them on the part of citizens) and “On Service in Local Self-Government Bodies” (the need for a significant expansion of executive functions of local self-government representatives by increasing the level of their professional training in the legislative, information and service, and social and humanitarian context and, as a result, increasing the level of trust and respect for them among the local population) [4]. If the two previous tasks are successfully implemented, the recommended step will be to develop the so-called Code of Public Service in Ukraine, where, among other principles and rules, the ethical side of interaction between public management entities, in particular, on the part of civil servants and local government officials, would be presented. It is worth noting that today there is a similar document-general rules of ethical behaviour of civil servants and local government officials, approved by the

Order of the National Agency of Ukraine for Civil Service Issues of August 5, 2016 – however, it does not reflect all the problematic aspects of ethical behaviour and tolerant interaction in the field of public management, but defines very generalised principles and provides some general recommendations [7].

Continuing the discussion on the institutionalisation of public management, it is worth highlighting the problem of the lack of a clear division of powers between central and local authorities, and the unequal division of rights and functions of local authorities (this problem is common to almost all European countries – to a greater or lesser extent) [34]. To eliminate these gaps, a number of regulations were adopted in Ukraine (for example, Law of Ukraine No. 280/97-BP “On Local Self-Government in Ukraine” [35], Law of Ukraine No. 2804 “On the Principles of Administrative and Territorial Structure” [36]), but they are rather ambiguous and do not clearly define the basic powers and functions of the main subjects of public management at the local level. To improve the effectiveness of public management of the development of territories and territorial communities, it is necessary to clearly distinguish and legislate the powers of local executive authorities and local self-government bodies.

Another important component of updating the public management system is improving the skills of public servants, especially those whose functional activities involve contacting citizens. Modernisation of the public service should take place by increasing the level of competitive selections for civil service positions and positions in local self-government bodies, achieving impartiality and non-engagement of public servants in the process of performing their official duties, using information and communication technologies in their professional activities in the context of the development of digitalisation of public management, continuous training of public servants (advanced training courses, trainings) [37-39]. This area is quite actively implemented in Ukraine; public servants constantly improve their skills, receive training and practices, participate in experience exchange programmes with colleagues from other countries (mainly from the EU) [9]. However, many opportunities for improving the qualification level of public servants are still not implemented and require the development of methodological and organisational support for further use. It is worth pointing out that the development of the public management system in Ukraine should

take place considering the principles of sustainable development at all its territorial levels: central, regional and municipal [40, 41].

Thus, analysing the processes of development of the public management system in Ukraine, a number of problems that hinder modernisation transformations in the public management system can be identified, namely: imperfect regulatory support for the activities of government bodies at all levels, high level of bureaucracy and corruption, insufficient level of powers of local authorities. Despite this, today the most positive result of the modernisation of public administration is digitalisation, the creation of an e-governance system (here Ukraine demonstrates positive dynamics), which contribute to Ukraine's approximation to European and international standards of public policy, create opportunities for involving a wide range of public institutions in the processes of public administration of all spheres of public life, and thus form the basis for the transformation of Ukraine into a democratic and legal state and strengthening its position in a globalised world.

4. Discussion

Investigating the current state and needs of modernising the public management system in Ukraine through the prism of the state's European integration aspirations in the context of the ongoing Russian-Ukrainian war, and to achieve the goals of post-war restoration of the state, the following was determined: the issue of modernising public management is extremely important and is in the constant focus of both the public and representatives of government structures at all levels. Considering scientific developments on the functioning of the public management system, it is concluded that modernisation transformations in the public administration system are a key condition for urgent transformations in the country. Ukrainian specialists carefully investigate this topic; the number of analytical materials and scientific reviews indicates a rapid increase in attention to this problem, which should be urgently resolved in the near future. Experts from European countries (Slovenia, Poland, Germany) pay considerable attention to the investigation of stages and periods of development of national public administration systems, focusing on the role and place of such processes as decentralisation, informatisation of activities, and the influence of European Union insti-

tutions. In general, the results and conclusions of researchers indicate the importance of the process of modernisation of elements of public management – both for the qualitative development of individual states, and for improving the level of well-being of civil society as a whole.

In this paper, the idea was presented that state administration, which is the basic component of public management, is the result of the activities of all state authorities to meet the key needs of both civil society and the state itself. A similar idea was also voiced by I. Thapa, who stated the global importance of public management for the planned and successful development of a particular state in the context of rapid globalisation processes and transformation of socio-political relations [21]. However, regarding the modernisation of the public management system, in the context of improving certain of its components, the researcher was convinced that the best option is the relative stationarity and constancy of the existing state; it is important to clearly plan and build the structure immediately, without the need to radically change it in the future, because this will bring its own problems and difficulties.

The analysis of the processes of development of the public management system in this paper is defined as an important element necessary for the development of effective mechanisms for further modernisation of the public sphere. F.A. Qawasmeh has also previously voiced similar assumptions, explaining the need for a detailed analysis of the temporal transformation of systems and structures in the field of public management and local self-government of both modern states and former proto-state entities, the need for the development of a new, modern and, most importantly, effective system of public management based on world and national experience [23]. However, this statement is true for historically democratic and socially-oriented states; according to the researcher, totalitarian and authoritarian regimes are not subject to this type of analysis in the context of modernising existing public-managerial relations.

The development of independent and more effective local self-government is a key element in the modernisation of the public management system in the context of giving local authorities a wider range of powers with the right to resolve issues not only of a purely internal nature, but also in relation to interregional and even interstate requests [42-44]. This position, highlighted in the presented

paper, to some extent repeats the conclusions of S. Kuhlmann et al., who stated that activities in the field of public administration should be based entirely on the principles of decentralisation and improving the efficiency of local authorities; the effectiveness of public policy at the state level depends on the effective performance of managerial functions at the regional level [31]. Experts argued that there are some cases when local government is not the best option for the national policy: in the case of regressive development of individual territories or their rapid economic decline, local government management can be threatening and dangerous, and the best option is the control of central authorities.

The advantages of decentralisation, which was based on a targeted and carefully planned definition of the rights and powers of local self-government bodies, were put forward in this work as the main components and driving root causes for the transformational renewal of the public management system. Increasing the effectiveness of local self-government based on the implementation of the principles of its autonomy will contribute to much more efficient local governance, in particular, in solving strategic tasks of economic and social development of individual territories, their protection, defence and, as a result, this would allow territorial communities to join in solving national problems that arise [45-48]; this is especially true in the context of deepening crisis phenomena in all spheres of public life caused by military operations. This idea was presented in the paper and is consistent with the priority areas of research by F. Away et al., who argued the need for maximum independence for local authorities in the context of solving various issues of a socio-political and economic nature, especially with the help of the latest digital tools and considering the current regulatory framework [32].

In the presented study, special emphasis was placed on the need for digital modernisation of the public management sphere, on the importance of introducing innovative methods and methods of implementing management activities – using new databases, registers, tools. Digitalisation and general informatisation, according to Ž. Kotnik et al., is the element without the active use of which it is impossible to build a modern democratic legal and independent state in the context of globalisation changes and competitiveness at the international level [27]. However, experts agreed that the uncontrolled speed of digitalisation of the pu-

blic sphere, the participation of insufficiently qualified employees in the process, and the overload of the system with excessive bureaucracy can lead to threats to the national security of the state and cause the leakage of secret data about its citizens. Modernisation of the public management system in this case, according to researchers, seems premature and even irrelevant task, because in order to increase the effectiveness of interaction between civil society and the state, it is necessary, first of all, to ensure stable protection of basic necessities – personal data, banking operations, and other important information [49-51].

In the process of studying the development of the public management system in Ukraine in the context of finding ways and mechanisms for its modernisation and renewal in accordance with the requirements of the time and the requests of civil society, some conclusions were drawn. Thus, analysing papers by specialists in the public sphere – political scientists, economists, sociologists, civil servants, and analysts – it was revealed that the issue of qualitative renewal of the public management system has been raised for a long time and specialists at all levels of government and society are involved in its solution. It was concluded that the main factor that contributed to the awareness of the need for transformational changes in the national public management system was the choice of the European integration path of state development, and this process was accelerated by Ukraine's obtaining the status of a candidate for membership in the European Union [52]. It is determined that now there are a number of unresolved problems – corruption schemes, extreme bureaucratisation of all stages of interaction in public policy – but positive results, such as the activation of decentralisation, digitalisation, active use of new information and communication technologies in the practice of public management, contribute to the indirect overcoming of the above-mentioned problems in the future [53, 54]. Modernisation of the functional structure of public management in Ukraine will have quite a positive effect for the further development of the state, especially through the prism of post-war reconstruction and in order to develop a democratic, legal entity in the international arena in a global context.

Considering the system of public management in Ukraine in the context of its transformation and adaptation to modern conditions of global development, it is worth noting significant progress in this area. However, there are a

number of industries and areas where renewal and modernisation are a priority task in the near future. Practical recommendations for speeding up the modernisation process relate to such components as: social and humanitarian sphere, regulatory aspect, resource opportunities. Thus, the renewal of the social and humanitarian component should include the following steps: improving the material support and technical base of the public sphere; implementing new innovative solutions, relevant mechanisms, and practical processes in the public activities of the industry; launching highly specialised programmes and systems to improve the activities and minimise the bureaucratisation of the work of all participants in the public management system, expanding the possibilities of digitalisation of the public sphere. The legal aspect includes proposals to improve the legislative framework of public administration (in particular, the development of a new strategy for the development of public management and administration in Ukraine); the investigation of European and international experience and the development of its own regulatory and methodological documents based on it, considering the specifics of national legislation; the exchange of practical experience, and positive cases of work with colleagues from other countries by public servants. It is recommended to develop resource opportunities by creating appropriate funds (with the participation of the state – in different proportions with other participants in relations) for the implementation of joint projects and programmes on decentralisation, self-government, community development.

5. Conclusions

Having considered the specifics of the functioning and development of the public management system in Ukraine in the context of determining the main ways and vectors of its modernisation in the context of building the capacity of government structures and society as a whole to implement the tasks of post-war renewal of the country, a number of conclusions can be drawn.

The issue of modernisation of all components of Ukrainian public management became relevant in the early 1990s – after the Ukrainian state gained independence. This desire was determined by the need to develop on an equal footing with advanced democratic countries and create a national system of effective public management. The need for an inevitable reform of public management

was supported by all government institutions and work in this area began almost immediately. However, its success was mixed: along with positive results, such as the development of decentralisation and the introduction of new information and communication technologies in the management system, there were extremely negative trends – corruption, excessive bureaucratisation. The need to modernise the public management system to increase the level of interaction between civil society and the state is reflected in attempts to transform the public sphere through, mainly, the implementation of world experience and the exchange of knowledge and skills with European colleagues. Representatives of central and local authorities demonstrate their understanding that without the implementation of a strategic approach to solving complex problems and contradictions of public life, without a qualitative renewal of the public service system and public management in general, the effective development of Ukraine as a modern democratic and rule-of-law state is impossible.

For the purpose of a more thorough analysis of the features of the functioning of the national public management system in the context of determining ways to improve it and update the activities of basic elements, for further research, it is advisable to study the issues of modernisation of public administration in the process of Ukraine's accession to the European Union through the prism of developing a new strategy for the improvement of public management depending on the duration of the process – from several years to several decades. The originality consists in identifying key factors and mandatory conditions for the modernisation of the public management system in Ukraine in the context of the deployment of new geopolitical processes through the prism of the post-war renewal of Ukrainian society.

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