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## TABLE OF CONTENTS

<b>Dymytrii Grytsyshen, Svitlana Svirko, Igor Yaremchuk</b> PRELIMINARY STATE AUDIT OF THE ACCOUNTING CHAMBER AS A TOOL FOR PREVENTION OF ECONOMIC CRIMINALITY IN THE GENERAL GOVERNMENT SECTOR.....	4
<b>Olena Bilyk</b> FORMATION OF A SYSTEM OF PUBLIC MANAGEMENT OF SOCIAL RISKS.....	12
<b>Iryna Melnyk, Yana Khrustalova</b> MECHANISM OF FORMATION OF ANALYTICAL SUPPORT FOR MANAGEMENT OF FORESTRY ENTERPRISES.....	19
<b>Mykhailo Psiuk, Volodymyr Tsependa</b> AEROSPACE INDUSTRY STATE REGULATION.....	26
<b>Victoria Zahurska-Antoniuk, Iryna Suprunova, Larysa Sergiienko</b> SWOT-ANALYSIS OF NATIONAL SECURITY STATE MANAGEMENT IN CONDITIONS OF GEOPOLITICAL THREATS.....	32
<b>Liliia Krynychko, Vatanov Andrii, Krynychko Feliks, Malihon Yuliia</b> ASSESSMENT OF THE CONSEQUENCES AND RESULTS OF HEALTH CARE REFORM IN UKRAINE.....	37
<b>Halyna Kaplenko, Andrii Stasyshyn, Andrii Klochko</b> THE ESSENCE OF THE ADMINISTRATIVE AGREEMENT - ONE OF THE FORMS OF PUBLIC ADMINISTRATION IN UKRAINE.....	54
<b>Maksym Samchyk, Tetiana Trosteniuk, Ihor Yaremchuk</b> THE ACCOUNTING CHAMBER AS A SUBJECT OF PUBLIC FINANCIAL POLICY IMPLEMENTATION.....	63
<b>Ihor Svitlyshyn</b> PROFITABILITY OF ENTERPRISES IN THE SPHERE OF PRODUCTION: ANALYTICAL ASPECT.....	70
<b>Oleksandra Stoian</b> THE PHENOMENON OF CHARISMATIC LEADERSHIP IN THE CONTEXT OF PUBLIC MANAGEMENT.....	78
<b>Natalia Antoshkova</b> ANALYSIS OF THE RESTAURANT BUSINESS MARKET IN UKRAINE.....	84
<b>Svitlana Leskova</b> DIRECTIONS OF THE STAFF DEVELOPMENT OF IMPROVEMENT OF RETAIL TRADE NETWORKS OF MANAGEMENT SYSTEM IN ECONOMIC GLOBALIZATION CONDITIONS.....	93
<b>Kateryna Liashuk</b> FACTORS OF CORPORATE SOCIAL RESPONSIBILITY MANAGEMENT OF TRADE ORGANIZATIONS OF UKRAINE.....	100
<b>Sergii Lysak, Oleksandr Shevchuk, Harchenko Oleksii</b> GLOBAL INDEX OF TERRORISM IN THE CONTEXT OF ENSURING STATE SECURITY: WORLD TRENDS AND DOMESTIC FEATURES.....	110

# PRELIMINARY STATE AUDIT OF THE ACCOUNTING CHAMBER AS A TOOL FOR PREVENTION OF ECONOMIC CRIMINALITY IN THE GENERAL GOVERNMENT SECTOR

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## ABSTRACT

Reforming the general government sector in Ukraine requires a focus on preventive measures for combating economic crimes in the field of public funds and other property. In this context, the effective state audit, carried out by the Accounting Chamber of Ukraine as the highest audit body in the country, is an effective tool to prevent crimes. Elaboration of the current regulatory framework and international documents on the preliminary state audit allowed justifying the separation of such subtypes as: preliminary audit of the draft main financial and planning document of the country - the State Budget; preliminary audit of actual transactions in public funds and other state-owned property. To build the theoretical basis of the mechanism of preliminary state audit, such terminological components with their subsequent interpretations as: budget debt, budget financial debt, future illegitimate debt, actual illegitimate debt are formed. In order to optimize the work on the preliminary audit of actual transactions, the following areas are proposed to identify: preliminary audit of the public funds use within the execution of the State budget (expenditures of the State budget); preliminary audit of the public funds use within the framework of budget estimates and plans for the use of budget funds (expenditures of funds managers and recipients of budget funds); preliminary audit of other state-owned and the procedure for conducting such audit.

**Key words:** preliminary state audit, Accounting Chamber, economic crimes, public funds, budget.

## INTRODUCTION

Against the background of global corporatization of the world economy, the peculiarities of the conditions of modern economic cycles, the need for different vector search, the implementation of new levers and determinants of economic growth, constant bifurcation and initiation of economic activities as well as construction of mechanisms and schemes of economic survival of the subjects, the problem of economic criminality is attracting more and more attention. At the same time, the domestic economic space is characterized by a certain emphasis on economic crime in public funds, which form the basis of state and local budgets. It should be mentioned that the issue of economic crime was studied in 1939 by the American criminologist E. Sutherland, who introduced the concept of "white-collar" crime (crimes of the heads of banking institutions, various commercial firms, civil



servants, etc.). E. Sutherland described such crime as "... anti-social , aimed at enriching behavior of persons who occupy a socially prestigious place in society and in their professional activities act in such a way that despite law-abiding behavior of other persons of the group, they abuse the public trust put in this group "[1, p. 598; 2, p. 286]. Such crimes should be prevented by the system of state audit, the highest body of which in our country is the Accounting Chamber.

**Analysis of recent researches and published papers.** The following Ukrainian scientists investigated the issue of economic crime at different times: O. Kalman, V. Glushchenko, V. Biletsky, O. Dudorov, A. Klymenko O. Gorban, I. Karpets, V. Bilous, V. Popovych, O. Korystin, O. Turchynov, Z. Varnaliy, V. Korzh, V. Lysenko, M. Smirnov, D. Kharko, P. Tsymbal, P. Orlov, A. Zakalyuk. The following domestic scientists devoted their works to the study of state audit as a type of activity of the Accounting Chamber: I. Drozd, O. Doroshenko, S. Bardash, O. Shevchuk, O. Redko, I. Chumakova, Ye. Kaliuha, N. Obrushna, N. Fuks, V. Ulozhenko, I. Chugunov, V. Fedosov, Y. Slobodianyuk, T. Kosova, V. Shevchenko, O. Koicheva, V. Nevidomyi, L. Gutsalenko, V. Pykhotsky, V. Maksimova, I. Stefaniuk, V. Symonenko, L. Chyzhevskya, T. Butynets and others. In their works scientists have studied a number of issues concerning the theoretical regulations and practical approaches to economic crime and public financial control (audit) as a type of activity of the Accounting Chamber. However, none of the authors cared about the semantics of the complex vocabulary construction "state audit in the prevention of economic crimes".

**Results of the research.** The concept of preliminary state audit is quite new and unusual for domestic state audit. Officially, in relation to the activities of higher audit bodies, the preliminary audit was legitimized by the Lima Declaration of Auditing Guidelines on Auditing Precepts, in particular Article 2 states: "1. Pre-audit represents a before the fact type of review of administrative or financial activities .... 2. Effective pre-audit is indispensable for the sound management of public funds entrusted to the state. It may be carried out by a Supreme Audit Institution or by other audit institutions.... 3. Pre-audit by a Supreme Audit Institution has the advantage of being able to prevent damage before it occurs, but has the disadvantage of creating an excessive amount of work and of blurring responsibilities under public law..... 4. The legal situation and the conditions and requirements of each country determine whether a Supreme Audit Institution carries out pre-audit." [3]. Obviously, the preliminary audit is an effective way to prevent illegal or corrupt practices, which logically, in accordance with their nature and purpose, lead to extremely large losses of public funds and other state-owned property. According to Article 7 of the Law of Ukraine "On the Accounting Chamber", the state collegial body "... conducts an examination of the draft law on the State Budget of Ukraine submitted to the Verkhovna Rada of Ukraine (including materials attached to this draft law) and prepares relevant conclusions". This, in fact, indicates the implementation of certain individual indirect tasks of the preliminary audit [4]. To legitimize these procedures as the subtypes of the preliminary audit, we propose to distinguish the following of them: preliminary audit of the draft main financial and planning document of the country - the State Budget; preliminary audit of actual transactions in public funds and other state-owned property. It should be noted, that the practice of preliminary control of actual transactions is typical for the budget process. It is enshrined in Articles 23, 46-49, 112-117 of the Budget Code of Ukraine, as well as in the Procedure for registration and accounting budget commitments of funds managers and recipients in Treasury Service of Ukraine, approved by the order of the Ministry of Finance of Ukraine dated 02.03.2012 №



309, the Procedure for treasury servicing of the state budget by expenditures, approved by the order of the Ministry of Finance of Ukraine dated 24.12.2012 № 1407 and the Procedure for treasury servicing of local budgets approved by the order of the Ministry of Finance Of Ukraine dated 32.08.2012 №938 [5-8]. However, even such a well-established scheme of current control is obviously not perfect, as evidenced by the numerous cases of abuse. In particular, it is worth paying attention to the latter abuses considering the activity of the Accounting Chamber of Ukraine. Thus, the head of the last supreme audit institution of Ukraine Valery Paskan said in an interview that more than 20 thousand payments made in the framework of measures to overcome the COVID-19 pandemic in the amount of more than 1.3 billion hryvnias (800 million - local budget funds and 500 million - state budget funds) require careful study for the effective use of budget funds [9, 10]. Thus, the need for a preliminary state audit is not in doubt.

The following set of terms is proposed for the development of theoretical foundations in the form of a thesaurus of the state preliminary audit (Table 1).

**Table 1 Characteristics of terminological components of the preliminary audit of the Accounting Chamber within the budget legislation of Ukraine**

Term		Characteristics of the term
normatively fixed variant	authors' proposal	
budget commitment	budget debts	any placement of an order, conclusion of a contract, purchase of goods, services or other similar operations made in compliance with the budget allocation during the budget period, according to which payments must be made during the same period or in the future
budget financial commitment	budget financial debts	the obligation of the budget funds managers (budget recipients) to pay for any placement of an order, conclusion of a contract, purchase of goods, services or other similar operations during the budget period in accordance with the legislation
commitment	future illegitimate debts	any placement of an order, conclusion of a contract or performance of other similar operations made by the funds managers or recipients of budget funds without appropriate budget allocations or in violation of the norms established by the Budget Code of Ukraine, the Law of Ukraine on the State Budget of Ukraine and the decision on local budget
financial commitment	actual illegitimate debts	any purchase of goods, services or other similar operations carried out by funds managers or recipients of budget funds during the budget period in violation of the norms established by the Budget Code of Ukraine, the law on the State Budget of Ukraine and the decision on the local budget

Based on the elaboration of potential areas of preliminary audit research, the following areas of preliminary audit of actual transactions are proposed to single out [11, 12]: preliminary audit of public funds use within the State Budget (State Budget expenditures); preliminary audit of public funds use within the framework of the budget estimates and plans for the budget funds use (expenditures of budget funds managers and recipients of budget funds), preliminary audit of other state-owned property;

Preliminary audit of the use of public funds within the State Budget (State Budget expenditures) is most appropriate to actually carry out at the stage of cooperation between the Ministry of Finance of Ukraine, as the organizer of the State Budget of Ukraine, and the State Treasury Service of Ukraine as the main "budget bank" [13, 14]. In particular, control should be



performed on:

- at the stage of opening allocations from the general fund of the state budget:
- proposals for opening appropriations from the general fund of the state budget (compiled by the Treasury Service and approved by the Ministry of Finance) for their compliance with the actual planned needs of the Chief Funds Managers (consolidated estimates and allocation plans of the budget general fund of funds managers for the validity and justification of the proposals are the object of study and analysis). These documents should be checked by the Accounting Chamber specialists after their initial processing by the Ministry of Finance. After that, the last central executive body, taking into account the remarks of the Accounting Chamber together with the Treasury Service, processes and approves proposals;
- at the stage of opening appropriations at the expense of other revenues of the special fund of the state budget:
  - administrative document of the Treasury Service on crediting the accounts which are opened to the main funds managers for accounting open allocations according to the generalized indicators of the state budget special fund, amounts of open allocations (prepared by the Treasury) for their compliance with actual and planned indicators (a monthly schedule of the special fund of the state budget (excluding own revenues of budget institutions and relevant expenditures for the actual availability of funds and the compliance with planned indicators) concerning the main funds managers and types of revenues. Audit of such documents should be carried out by the Accounting Chamber. The Treasury Service should be informed about the verification and remarks on the above-mentioned administrative documents for its processing and final formation;
  - at the stage of implementation of certain expenditures of the state budget:
  - monthly distribution of interbudgetary transfers provided from the state budget to local budgets, according to budget codes for the respective local budgets (prepared by the Ministry of Finance and transferred to the Treasury Service) for their compliance with planned needs of local budgets (interbudgetary transfers are the object of study and analysis). Verification of these documents should be carried out by specialists of the Accounting Chamber after their preparation by the Ministry of Finance. Taking into account revision and remarks of the Accounting Chamber, the documents should be transferred for their further execution by the Treasury Service;
  - at the stage of expenses realization on repayment and servicing of debt and guarantee obligations of the state:
    - registers for opening appropriations (allocation of funds) from the general fund of the state budget on the state debt / fulfillment of guarantee obligations by the state for borrowers who received loans against state guarantees on state external debt and state internal debt, prepared by the Treasury Service on their validity (the schedules of expenditures on public debt and the fulfillment of guarantee obligations by the state, as well as schedules of payments on public debt and fulfillment of guarantee obligations by the state compiled by the Ministry of Finance are the object of the study). Their revision should be carried out by specialists of the Accounting Chamber, after which the registers for the appropriations opening with remarks of specialists are transferred to the Treasury Service for further processing and finalization;
    - the order of the Ministry of Finance to the Treasury Service on the costs of repayment and servicing of public debt for their validity and timeliness of such costs (the following documents are the object for study and analysis: copies of loan agreements concluded between the Cabinet of Ministers of Ukraine (represented by the Ministry of Finance) and foreign creditors, banks agents; payment instructions of foreign creditors; invoices; contracts for the purchase of goods, for





performing works and services; acts of work performed and other documents that are the basis for payments in accordance with the law, as well as mentioned above schedules). The result of the audit by the Accounting Chamber should be either the approval of the document under study, in particular the order, or the formation of remarks submitted to the Ministry of Finance for revision and its finalization;

- at the stage of lending operations at the expense of the state budget:
- proposals for opening appropriations for giving loans from the general fund of the state budget (drawn up by the Treasury Service and approved by the Ministry of Finance) for their compliance with the actual planned needs of the Chief Budget Managers (consolidated estimates and plans of the general fund within the budget of funds managers for the validity and justification of the proposals are the object of study and analysis). These documents should be checked by the Accounting Chamber specialists after their initial processing by the Ministry of Finance. Then, the last central executive body, taking into account the remarks of the Accounting Chamber together with the Treasury Service, further processes proposals and approves them;

- payment orders prepared by the owners of creditor accounts (funds managers and recipients), which are transferred to the Treasury Service for payments on orders in the presence of the registered budget commitments (the object of the study are the following documents: concluded credit agreements and other supporting documents provided by the budget legislation, as well as Registers of budgetary obligations of funds managers (recipients) and Registers of budget financial obligations of funds managers (recipients). The authors propose to submit mentioned documents in an updated Register form on budget financial debts of funds managers (recipients). Specialists of the Accounting Chamber check payment orders for their compliance with the above mentioned documents and the authority of such transfers as well as give permission to make payments to the Treasury Service through the relevant record about the check in the above registers;

Preliminary audit of the public funds use within the budget estimates and plans (expenditures of funds managers and recipients) is better to carry out in accordance with the general procedure of the budget process, at the stage of interaction of funds managers or recipients, on the one hand, and Treasury Service, on the other hand [13, 14]. The specialists of the Accounting Chamber should perform the following verification actions on:

- within the procedure of expenditure:
- payment orders prepared by funds managers and recipients, which are transferred to the Treasury Service to make payments on orders under the condition that the last budget commitments are registered (concluded agreements and other supporting documents provided by budget legislation, the relevant Registers of budget debts of funds managers (recipients), as well as original documents or their copies, certified in the prescribed manner, confirming the fact of budget debts and budget financial debts are the object of study. The Accounting Chamber verifies the payment orders provided to them by the funds managers and recipients of budget funds for their compliance with the above accompanying documents and with the authority of such transfers. After that, the Chamber authorizes the implementation of making payments to the Treasury Service through the implementation of the relevant record about the inspection in the above registers;

In order to prevent further possible illegal actions of the Accounting Chamber on the use of public funds within the plans on the use of budget (expenditures of funds managers and recipients of budget funds), it is proposed to inform the Ministry of Finance of Ukraine, the State Audit Office of Ukraine and, corresponding to the departmental subordination, the chief manager of budget funds on the facts of potential financial violations, which were prevented through the preliminary state audit.



In this connection, the Register of potential violators (funds managers (receptients)) in terms of future illegitimate budget debts should be formed and transferred to the executive bodies. This approach will ensure the avoidance of actual illegitimate debts of funds managers (recipients) in the future.

Preliminary audit of other state-owned property (and in some cases - public funds) is proposed to be carried out at the stage of writing it off the balance sheet. The authors propose to establish the next value limit of such property - 20 minimum wages and more. It should be noted, that the writing-off state-owned objects is carried out in accordance with the Procedure for writing off state-owned objects, approved by the Resolution of the Cabinet of Ministers of Ukraine of November 8, 2007 № 1314. The following package of documents [15] should be the object of study by the Accounting Chamber: 1) feasibility study of the need to write off property, signed by the head of the business entity. It should contain calculations and / or other information about the expected financial result of writing off property and how it will affect the financial plan (for state-owned enterprises), the directions of the funds use to be obtained as a result of write-offs, as well as the information on the impact of write-offs on the integrity of the property complex and production and other activities; 2) information on the property proposed to be written off according to the accounting data (except for the objects of unfinished construction); 3) the act of the property inventory offered for writing off; 4) the act of technical condition of the property, approved by the head of the business entity (not submitted in the case of writing-off the property identified as a result of the inventory as a shortage); 5) information on the presence of encumbrances or restrictions on the disposal of the proposed property to be written off (together with the relevant supporting documents); 6) information on the land plot on which the real estate is located, indicating the directions of further use of the released land plots, and if available, copies of relevant supporting documents, including the state act on the right of permanent land use, cadastral plan or land lease agreement; 7) information on the objects of unfinished construction, namely: date of commencement and termination of construction works, approved total cost, cost of works performed on the date of construction termination (by whom and when the design task was approved, total estimated cost of design and survey works performed before their termination, the stage of works performance); 8) information on the actions taken to determine the possibility of applying other methods of real estate management, construction in progress, including the study of demand for their alienation, lease, free transfer to other entities; 9) documents on the basis of which the construction or reconstruction or technical re-equipment of existing facilities is carried out (in case the property is written off in connection with construction, reconstruction and technical re-equipment); 10) the conclusion of the specialized organization on the technical condition of the real estate object proposed for writing-off, with the determination of the costs necessary for the restoration of such object (submitted at the request of the management entity or state privatization body at the location of the business entity); 11) the conclusion of the management entity on the need to write off such property, which is provided by the management entity. In case of violations in the writing-off state-owned property, the specialists of the Accounting Chamber should have the right to suspend expenditures under the code of economic classification of expenditures 3000 and notify the main funds managers or the Ministry of Finance of Ukraine about the violation (according to the status of funds manager).

As in the case of response and notification of attempts to misuse public funds within the budget estimates and plans for the use of budget funds (expenditures of funds managers and recipients of budget funds), it is logical to extend this practice in the last area of preliminary audit, namely: in order to prevent further possible illegal actions of the Accounting Chamber's property, it is proposed to inform the Ministry of Finance of Ukraine, the State Audit Office of Ukraine and the



relevant departmental funds manager on the facts of potential property violations, prevented through a preliminary state audit by forming and transferring the Register of potential violators (funds managers (recipients)) in the part of writing-off property. It can help to prevent property offenses against funds managers (recipients), and thus, will contribute to the preservation of state-owned property.

## CONCLUSIONS

The formed mechanism of preliminary audit of public funds and other state-owned property reflects the procedural nature of the budget process and subordinate features of the budget system. It takes into account the specifics of public funds and property management in the budget sphere and the procedure for documenting transactions, as well as the main control markers (situational and cost) and risks. The implementation of the proposed mechanism in practice will help prevent economic crimes in the general government sector; it will preserve public funds and other state-owned property, and thus, will strengthen the public finance system of Ukraine.

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## FORMATION OF A SYSTEM OF PUBLIC MANAGEMENT OF SOCIAL RISKS

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### ABSTRACT

The article is devoted to the study of historical aspects of the formation of the social risk management system. The study is based on a deep retrospective analysis that allows to establish the stages of formation of social risk management systems in world practice. This is of fundamental importance for the rationalization of social policy, and within its framework, in particular, the policy of social risk management. The effective functioning of such a system should, in turn, refer to the historical awareness of social risks, the principles of organization of risk communities. According to the author, the study, conducted to describe and explain the attitude to the social risk management system through the prism of the evolution of the social state, aims to establish not only opinions on Social Security through social security systems, the scale of satisfaction with the possible benefits derived from this insurance, and trust in the institution associated with them. The result of these studies should also be a diagnosis of the attitude of society and states to the ideas and rules of the social risk management system, and in particular recognition of the degree of understanding of the need for social security by creating appropriate mechanisms. Therefore, it is important, taking into account the evolution of the development of the social state, to also answer the question of the possibility of directing other public institutions covering this important sphere of social relations formation in the social risk management system. The author finds in the article that social risk has a historical character, which is associated with both technological and cultural development of the individual. It is proved that the state played a key role in the development of the social risk management system. The stages of formation of the social risk management system are allocated and a scheme of methods of public management of social risks was built on the basis of the performed analysis. Also based on the analysis, strategic goals were identified in the system of public management of social risks, which allows to increase its effectiveness.

**Key words:** social risk, social risk management system, social security, state, social policy.

### INTRODUCTION

Given the dynamic development of world policies, it remains important to study the historical genesis of the impact of state development on the system of social risk management. It is the duality of the nature of the risk - the uncertainty and the presence of damage after its occurrence - requires a study of the nature of the fight against it and its consequences. However, such a definition does not always characterize the social risk, the essence of which is much broader and requires a study of the influence of states at different stages of economic development and society, which actualizes the stated topic of the article.

**Analysis of recent researches and published papers.** Among the authors who covered in



their works the essence of social risks, systems and models of social risk management, studied the role of the state in the risk management system can be noted: Kudlaienko S. [1], Kryshen O. [2], Khaletska A. [3], Ruzhenskyi M. [4], Pihul N. [5], Libanova E. [6], Tomchuk O. [7] and others. Since the study carried out a chronological analysis, the basis for it were the works of Tyshchuk B. [8], Paslavaska N. [9], O. Husarieva and O. Tykhomyrova [10].

**Results of the research.** Businesses that are at risk and involved in risk management are businesses and households. Macrosocial threats cannot be covered even in a much broader sense of social security (although security systems are usually non-safe and can also be set up against this type of risk). Therefore, the state is a form of response to the fact that different factions of society (determined by social conditions: social classes, gender differences or individuals) are constantly in a state of conflict. In general, the state reproduces hegemony, which is expressed in the state itself and in those who represent power. It is hegemony armed with coercion: norms symbolized by the state are internalized and accepted by their own will or coercion, and in cases of conflict between the old and the new, as well as between conflicting interests, recognition is equivalent. The social order of recognition of the role of the arbiter of the state: it has a "monopoly of legitimate power." Therefore, it is important to retrospectively analyze the system of development and legitimization of the process of social protection.

Each historical epoch in its own way decides on the issue of assistance to disabled members of society. In different countries at different times the forms of such assistance varied depending on the system of values and material capabilities of society and its individual groups.

The industrial revolution in Western Europe as a result of scientific and technological progress has led to sharp property inequality and class stratification of society, the emergence of an acute social question between labor and capital. In this situation, there were two main ways to reduce the acute social antagonism. First, the revolutionary path, which was embodied in the teachings of Karl Marx [8,10], the socialist revolution and the social policy of the socialist state. Secondly, the evolutionary path, which is embodied in the ideology of social reformist, socio-economic reforms, improve the social order and "tame" capitalism, the policy of the welfare state.

Despite the fundamental differences between these areas of development, there is a close connection between socialist ideology and the welfare state. According to one vector of development, the state was built on the basis of total control over society and the socialization of the means of production, according to another, the state was built under capitalism on liberal-democratic principles, private property and a market economy. However, the result was expected to be one: a special form of democracy, the flourishing of science and technology, a high level of welfare of the entire population. In today's reality, the welfare state can be seen as the result of the convergence of opposing socio-economic systems.

The twentieth century can be represented as a century of flow and extremes of interests from one paradigm to another. Its first half witnessed the rise of totalitarian regimes, two world wars and repeated genocides. The second half was accompanied by the spread of democracy, unprecedented economic growth and, as a consequence, the growth of welfare and guarantees of social rights, hitherto unknown in human history. In retrospect, however, this largely applies only to the history of the West, as hunger, dictatorship and poverty remained the norm throughout the twentieth century for millions of people living in other parts of the world. There are many reasons for this bifurcated development.

Undoubtedly, one of the main reasons for the success of the Western trajectory of



development is associated with the European invention of the late nineteenth century, which is now known as the "welfare state". It is worth noting that capitalism, especially in the second half of the twentieth century, takes over many aspects of the socialist system, which imposes its tone on the construction of the welfare state in the West.

In the political context, the second half of the nineteenth century is associated with the formation of nation-states, the separation of church and state, a long period of peace and, finally, the spread of civil rights and mass democracy, which establish the institutional basis for political expression. Political and economic ideas have also changed significantly with the development of liberalism, which advocated legislation that allows the individual to realize his full potential, as well as with the expansion of economic theory, ready to allow the possibility of raising taxes to increase public spending on social programs. At the same time, the growing labor movement gradually became the most important subject of the consolidation of the welfare state.

Political responses to today's challenges and moral aspirations to ensure the well-being of the population in Western Europe and North America differed in different ways. This diversity is due to a significant difference in the national political context, which determines the historical heritage of the state, traditions of state formation, the specifics of socio-economic pressure, features of political culture, in particular, the degree of public confidence in the state and its ability to solve social problems.

The growth of the welfare state in the XX century was accompanied by the concomitant growth and transformation of the social sector of the state. At the end of the XIX century, the main item of government spending was military spending, which accounted for about 25% of total government spending. Social expenditures were formed, as a rule, on a residual basis and accounted for about 5% of total expenditures and did not exceed 1% of total GDP [11]. Today, public social spending in OECD member countries averages about 22% of GDP, in some countries more than 30% [12], while military spending is reduced and receded into the background. It follows that for more than a century, the concept of "warfare state" has changed to "welfare state". The first significant expansion of the welfare state occurred between the two world wars. The growth of the welfare state was largely initiated by the devastating effects of the First World War, but it is also worth noting important political reasons. The process of collapse of European imperialism was replaced by general democratization. The expansion of universal suffrage for the first time provided access to the corridors of power for representatives of workers and Christian parties [11-13].

The very creation of the welfare state is confirmed by the concept of building a system of social risk management. Much of the academic risk literature effectively distinguishes between "objective" and "subjective" risk assessments. Different people (and, meaning, different social actors) view risks differently: and, accordingly, in ways that can lead to actions that take into account different interests and visions of how to "manage risks," including an appropriate balance between preventing adverse risks, mitigation when these events still occur, and overcoming residual effects.

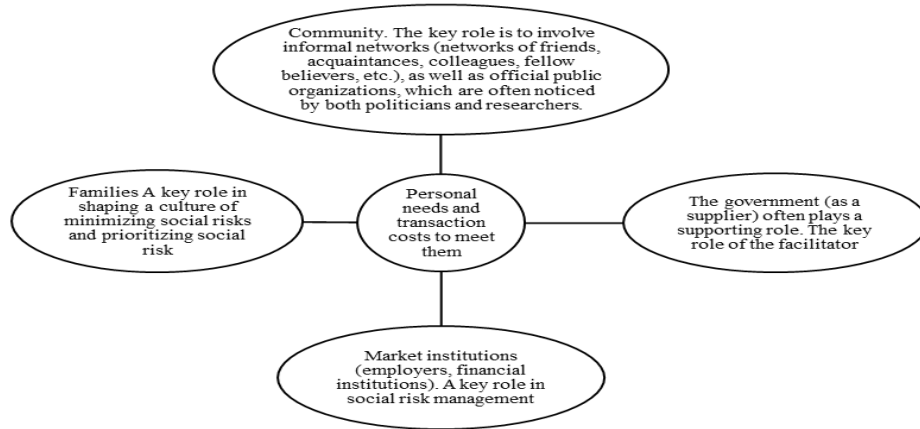
"Social risk management" generally refers to an approach that broadly considers potential actors involved in achieving societal risk objectives. Although an important place in this process belongs to a well-constructed social policy and in particular the system of public administration.

Figure 1 illustrates a clear approach of the USSR to address social challenges, in particular through a wide range of interventions of various "ecosystems" of actors, sometimes working autonomously and sometimes together with others. An important role in helping people manage a variety of risks and that direct government intervention has long been complementary. In particular, the risk management system has a hybrid form, in particular, in addition to the influence of the state,



social risk management is carried out:

- by the citizens themselves, their families, families
- local communities and wider social networks (from local NGOs to the wider voluntary sector - including trade unions, professional associations, religious communities), as well as informal networks of friends and acquaintances both "in real life" and increasingly, online);
- market sector organizations (including employers and intermediaries in the insurance and wider financial sectors).



**Figure 1. Social risk management entities**

In all these areas, the successful management of the social risks associated with others depends on three key conditions that are met: greater ability to bear adverse risk by the underwriter (the entity that identifies and assesses risks) than by the beneficiaries ( those whose risks are identified); the level of risk aversion on the part of the underwriter is lower than the level of beneficiaries; greater ability of the underwriter to accurately assess or control the objective probability of adverse events. Although governments are almost invariably capable of taking risks (because of their ability to spread risks over large numbers of people, including both current and future taxpayers), family members, community members, and market participants may at least sometimes be less at risk. or have a greater ability to assess or control risks. Given this, we highlight the methods of public management of social risks (Table 2).

**Table 1 Scheme of methods of public management of social risks**

Social policy			
Causes	Individual social risk (within one farm)	Effects	
Military	The scale of social risk	Population decline, Loss and destruction of property Economic downturn	Reduction / loss of social capital
Ecological		Economic downturn, The decline in the health of the nation Deteriorating demographic situation	





Economic	TOTAL SOCIAL RISK (within structured groups: territorial , class , age , gender )	Reduction / lack of possibility of financial provision of risk consequences
Political		Development of social injustice and disproportion
Technological		Population decline, Loss and destruction of property Economic downturn
Organizational		Lack of mechanisms to overcome the consequences of social risk
Sectoral (education, medicine)		Reduction / loss of social capital
Primary social (mentality, traditions, spirituality, culture, heredity, health)		General socio-economic decline
<b>Methods of public risk management</b>		
Avoidance (direct government)	Minimization (hybrid model)	Overcoming the consequences (hybrid model)
Application of regulatory framework (motivational and control, which will lead to the necessary measures both at the level of the individual / family and at the level of employers)	Budget regulation and social insurance mechanism (with the participation of the working population and employers) to finance the relevant segments of the population and insured persons. Involvement of the public and market institutions	Redistribution of budgets, extra-budgetary and trust funds. Insurance and other financial payments Payments by employers Payment by the community (charitable foundations, public organizations, other groups of citizens) Private business initiatives
<b>Branches of power</b>		
Legislative	Legislative	Legislative - Judicial - Executive
Executive	Executive	
<b>Functions of public administration in the field of social risk management</b>		
Planning, Organization, Regulation, control	Organizing, motivating, analyzing, controlling	Control, analysis, regulation
<b>Financial implications</b>		
Minimum: Observance and organization of implementation of legislative requirements and rules (health care, labor protection, environmental protection, provision of educational processes)	Standard: Mandatory payments to the budget Mandatory insurance premiums Voluntary insurance premiums Other	Maximum Attracting budget funds to overcome the consequences of social risks Insurance indemnity and payment of insurance sums Family or community expenses

To date, the social protection sector has had little experience in supporting informal risk management, but the implementation of strategies can and should begin in several areas, including:



Improving the role of social funds. Considering their increased emphasis on socially-oriented development, social funds should: a) expand the menu of relevant projects; b) take into account the target vulnerability in addition to poverty; c) strengthen support for program aspects that will increase the flow of services from the established infrastructure.

Encourage legal reform to protect the property rights of low-income people, including a review of relevant legislation.

Support for communities related to orphans and those suffering from AIDS or other pandemic diseases.

Encouraging business in forming a strategy of social responsibility.

## CONCLUSIONS

The risk management framework creates the preconditions for rethinking the role of existing public sector programs and expanding the range of measures to include informal and market activities. First, the system provides a starting point for understanding individual programs and their interactions, in terms of assisting people in risk management. Second, it extends the sector to areas of informal and market mechanisms in which they often have little experience. Third, social risks are characterized by a high probability of occurrence, high frequency and synergy of accumulation of negative consequences. Therefore, summarizing the study of the social risk management system, it is established that public social risk management is an established system of norms, rules, mechanisms and instruments approved by law, which form a strategy for optimizing the level of social risks and their consequences in public, public and private (business) and personal) sectors. In the current conditions of the pandemic, the issue of changing the trajectory of public risk management strategies is relevant, which are further areas of research.

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## MECHANISM OF FORMATION OF ANALYTICAL SUPPORT FOR MANAGEMENT OF FORESTRY ENTERPRISES

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### ABSTRACT

The necessity of research of the economic analysis from the following positions is substantiated: 1) the economic analysis as system of generation of new special knowledge which results define as a tendency of development of economic science. Economic analysis has such metrological tools that allow you to assess trends in economic systems in terms of research, which in turn leads to the generation of new scientific knowledge; 2) economic analysis is a system of generating the main resource of the post-industrial economy - information. In fact, economic analysis is the only information subsystem for managing the economic activity of forestry enterprises, which allows not only to provide information about the properties of the object of management, but also determines the causal links and areas of search for efficiency reserves; 3) economic analysis is a means of making effective management decisions in a dynamic environment and fierce competition; 4) economic analysis allows identifying areas of enterprise development to ensure sustainable development of the enterprise in conditions of uncertainty. The identified areas of economic analysis are the basis for revision of organizational and methodological provisions of economic analysis of forestry enterprises. It should be noted that the peculiarity of the activity of forestry enterprises of Ukraine is their organizational form - state enterprises and subordination to the regulator - the state forestry agency. The first feature determines the specifics of the management system of economic activity, the order of formation of property and sources of its formation, as well as the specifics of the formation and distribution of financial results. Subordination to the State Forestry Agency of Ukraine, determines the features of the reporting of the forestry enterprise, as well as the directions of establishing information and communication links on the movement of analytical information. It should be noted that analytical information on the efficiency of economic activity of forestry enterprises can be the basis for assessing management activities, in particular the head of the enterprise appointed by the State Forestry Agency of Ukraine.

**Key words:** economic analysis, Forestry Agency, economic activity, regulator, environment competition, fierce competition.

### INTRODUCTION

Analytical support for the management of forestry enterprises should be developed in the context of the development of advanced mechanisms and methodologies of economic analysis as an applied economic science. In modern conditions of forestry development there is a need for constant evaluation of the effectiveness of the management system. This is due to the fact that forestry enterprises are business entities whose activities are aimed at the use, storage and increase of



strategic natural resources of Ukraine. Lisichko A.M. Considering the problems of economic analysis of forestry activities notes the following: "The development of any functional science is dynamic and is in constant transformation, due to changes in the functioning of the object of study, its internal and external determinants. Economic analysis as a functional economic science is no exception, the object-subject sphere of which lies in the plane of activity of economic entities of various branches of the national economy. In this context, forestry is also the object of economic analysis as a science and as a practical activity, the specificity of which is the intersection of economic, social and environmental interests of stakeholders. If economic analysis as a science determines expand theoretical and methodological guidelines of economic analysis in the context of the search for causal relations of the state and development of forestry activities in view of the economic, environmental and social characteristics, the economic analysis as a practical activity determined by a combination of techniques that allow you to identify the causes, assess the consequences and form recommendations for the development of forestry activities for users of different levels"[1].

In fact, economic analysis is the only information subsystem for the management of forestry enterprises, which allows to fully generate information about the efficiency of economic activity from the standpoint of economic efficiency and environmental efficiency. The complexity of the system of economic analysis of forest enterprises is that stakeholders require equitable information from the economic performance of the forest enterprise to the efficiency of use of natural resources and their conservation. All this affects the development of the system of economic analysis and, accordingly, the formation of analytical support for the management of the forestry enterprise.

**Analysis of recent researches and published papers.** Issues of development of economic analysis in the management system of forestry enterprises were raised in the works of scientists: V.V. Yevdokymov, D.O. Hrytsyshen, O.M. Dziubenko, A.M. Lysychko, T.I. Vovchuk, O.A. Zorina, N.A. Sluchak, L.R. Voliak, N.S. Druzhynska, Kh.R. Khomyk, O.V. Shavurska, T.M. Kovalchuk, V.K. Savchuk, I.V. Saukh, O.V. Oliinyk and others. Noting the significant contribution of scientists to the development of the system of economic analysis of forestry enterprises today remain unresolved issues related to the transformation of individual components of the system and areas of formation of analytical support for management decisions.

**Results of the research.** "The development of any functional science is dynamic and is in constant transformation, due to changes in the functioning of the object of study, its internal and external determinants. Economic analysis as a functional economic science is no exception, the object-subject sphere of which lies in the plane of activity of economic entities of various branches of the national economy. In this context, forestry is also the object of economic analysis as a science and as a practical activity, the specificity of which is the intersection of economic, social and environmental interests of stakeholders. If economic analysis as a science determines expand theoretical and methodological guidelines of economic analysis in the context of finding causal relationships of the state and development of forestry activities in view of the economic, environmental and social characteristics, the economic analysis as a practical activity determined by a combination of techniques that allow you to identify the causes, assess the consequences and formulate recommendations for the development of forestry activities for users of different levels"[1].

"Economic analysis is a special system of generating information about the economic



potential of the enterprise and its important component - financial security. Modern theory and methodology of economic analysis does not fully generate the information that users need to make decisions. Note that the range of information needs and the composition of users is diverse, and therefore the system of economic analysis should be dynamic and changeable to the characteristics of the internal and external environment. The fact that the current system of economic analysis does not fully meet modern requirements is an objective sign, because the development of economic relations and their properties has accelerated significantly at the beginning of the XXI century. Variability as a property of economic analysis is that the transformation should take place both at the methodological level - the change of existing tools and the formation of new, and at the subjective - the development of professional competencies of the analyst, the formation of ethical provisions and change project - the study of the object of management from the standpoint of its properties, their changes and relationships with others. Based on this, the system of economic analysis has a multifaceted manifestation in the management system and occupies a special place in the information modeling of mechanisms for ensuring the financial security of the enterprise"[1].

Economic analysis is a special functional economic science, which manifests itself as a set of new knowledge both at the level of scientific research and at the level of practice of application of its tools. Thus, in practice, economic analysis is manifested as an information system that provides relevant information requests for business management of enterprises of all sectors of the national economy. At the same time, the information resources obtained as a result of analytical tools are transformed into a system of special knowledge, which determines the development trends of economic systems of different levels (macroeconomics, microeconomics, international economy). For example, the information obtained as a result of economic analysis of forestry enterprises is primarily used as an information basis for management decisions by management entities both at the enterprise level and at the industry level - the State Agency of Forest Resources of Ukraine; as well as the basis for the development of the economic system of a certain level as an object of scientific research. In general, such information is the basis for decision-making in the system of government.

"The development of the organization and methodology of any economic object of economic management of enterprises, different in size, industry and organizational and legal form, requires assessment and identification of its properties. Forestry enterprises are specific economic entities that are determined by the state form of ownership and sectoral specifics - the use of natural (forest) resources. This, in turn, determines the features of economic analysis as a system of information support for forest management and assessment of the causal links of key indicators. It is substantiated that forestry activity is a place of intersection of economic, social and ecological processes and, accordingly, the interests of various participants in economic relations. Based on this, the features and components of state influence on the economic activity of forestry enterprises are identified and the characteristics of services provided by these enterprises are given "[2].

It should be noted that the results of analytical procedures in general can be used in the context of outlining trends in various economic sciences (economic theory, enterprise economics, regional economy, national economy, international economics, economics of sustainable development) and other social and behavioral sciences, psychology - behaviorism in economic relations, public administration - development and implementation of public policy (economic, environmental, personnel, financial and other state policies), sociology - the interaction of society and ecosystems; law - the system of legal regulation of forest use; state and national security - assessment of risks of anthropogenic impact on the level of state security and others.



In general, economic analysis as a science and practical activity can be considered from several aspects:

- economic analysis as a system of generating new special knowledge, the results of which determine the trends in economic science. Economic analysis has such metrological tools that allow you to assess trends in economic systems in terms of research, which in turn leads to the generation of new scientific knowledge. "As you know, economic analysis as a science represents a system of special knowledge, which is associated with: a) the study of economic processes in their relationship, formed under the influence of objective economic laws and purely subjective factors; b) with scientific substantiation of business plans and objective assessment of their implementation; c) with the identification of positive and negative factors and quantitative measurement of their action; d) with the disclosure of trends and proportions of economic development and the definition of unused domestic reserves; e) with the generalization of best practices and making optimal management decisions. The study of economic processes begins with a single (from a separate fact of economic) phenomenon or situation, which together is an economic process. It is also worth noting that, analyzing a single, we take into account the general phenomenon" [1]. Thus, the acquired special knowledge as a result of processing by scientists allows to expand the properties of the object of scientific research. In some cases, analytical procedures may even be a method of scientific research, provided the need to assess the condition of the object or the testing of innovative methods of economic analysis. The methodology of economic analysis is constantly being transformed in the context of changing demands from both the management system and the system of scientific knowledge;

- economic analysis is a system of generating the main resource of the post-industrial information economy. In fact, economic analysis is the only information subsystem for managing the economic activity of forestry enterprises, which allows not only to provide information about the properties of the object of management, but also determines the causal links and areas of search for efficiency reserves. "Economic analysis is a means of creating the main resource of post-industrial economy - information, an integral part of enterprises, because it examines their functioning, studies production reserves, assesses the state of the analyzed object, is the basis for sound management decisions based on available information. helps to identify areas for efficiency and allows to predict future development. At the beginning of its development and formation, economic analysis was associated only with accounting and statistics, but with the deepening of economic work at the enterprise there is a need to allocate analysis as a separate system of knowledge that studies economic processes, their relationship, interdependence and interdependence "[2]. The issue of efficiency is especially acute for forestry enterprises. "The system of economic analysis of economic activity is a special tool for information support of management decisions. The dynamics of economic analysis causes changes in the structure and content of the system of its objects at enterprises of various sectors of the national economy. Particularly acute in the context of forestry reform is the problem of assessing the efficiency of economic activity of forestry enterprises" [1]. O.M. Dziubenko on this occasion, notes: "Forestry is a special sector of the national economy, which combines economic and environmental features of society. The functioning of other sectors of the economy and the state of the environment depend on the efficiency of forestry enterprises. One of the components of economic evaluation of the efficiency of forestry enterprises is the economic analysis of the financial potential of forestry enterprises. To ensure its effectiveness, there is a need to assess the sectoral characteristics and the state of forestry development" [1]. This is due to the fact that the use of natural resources should bring not only economic effects for society and the state, but



to determine environmental efficiency from the standpoint of environmental protection, in particular the flora and fauna of forests of Ukraine;

- economic analysis is a means of making effective management decisions in a dynamic environment and fierce competition. "Dynamic development of the modern economy, the speed of scientific and technological progress, increasing competition, lack of funding sources, the presence of crises, over saturation of unverified information lead to explore the problems of economic analysis as one of the important components of economics. Quality information and make the right choice of enterprise development strategy. The importance of economic analysis in the management process in the conditions of instability and lack of predictability of changes in the domestic economy increases significantly, as economic analysis is an effective means of making the right management decisions for sustainable and efficient operation of the enterprise. Therefore, for scientists and practitioners today it is important to study the types of modern economic analysis, which are essential for the functioning of an enterprise, so as not to apply in practice obsolete species that have long-lost their relevance"[1];

- economic analysis allows identifying areas of enterprise development to ensure sustainable development of the enterprise in conditions of uncertainty. "Complex market conditions make special demands on the planning of sustainable development of enterprises, which should be based on flexible principles of adjusting the objectives of economic activity depending on the conditions in which the enterprise operates. Ensuring sustainable development is a difficult task, because the company is not able to influence a number of factors that determine the direction of its activities. The vast majority of deviations from normal functioning occur due to miscalculations of past periods, which accumulate over time and negatively affect the current functioning. Thus, achieving a stable financial and economic condition and a high level of competitiveness requires from the company a deep, scientifically sound analysis of current and future activities"[2]. "Currently in Ukraine, many companies that have failed to adapt to market relations have fallen into a deep crisis. The problem of insolvency, bankruptcy of a debtor unable to fulfill its obligations - one of the most pressing problems of a market economy. This necessitates the identification of factors and causes of financial insolvency of enterprises, objective identification of signs of bankruptcy through diagnostic analysis aimed at justifying effective measures for financial recovery of economic entities "[2]. Yes, the issue is relevant for forestry enterprises. Domestic scientists have studied the financial potential of forestry enterprises and proposed different levels of rating. The application of such a methodology at the forestry enterprises of Zhytomyr region allowed to determine that the enterprises have a level - conditionally average (Table 1). This indicates that the research of forestry enterprises by scientists on certain analytical indicators of financial condition are critical, which significantly increases the level of financial and economic security.

Determining the directions of economic analysis is the basis for revising the organizational and methodological provisions of economic analysis of forestry enterprises. It should be noted that the peculiarity of the activity of forestry enterprises of Ukraine is their organizational form - state enterprises and subordination to the regulator - the state forestry agency.

The first feature determines the specifics of the management system of economic activity, the order of formation of property and sources of its formation, as well as the specifics of the formation and distribution of financial results. Subordination to the State Forestry Agency of Ukraine, determines the features of the reporting of the forestry enterprise, as well as the directions of establishing information and communication links on the movement of analytical information. It should be noted that analytical information on the efficiency of economic activity of forestry enterprises can be the





basis for assessing management activities, in particular the head of the enterprise appointed by the State Forestry Agency of Ukraine.

**Table 1 The results of rating (score) assessment of forestry enterprises [2]**

Enterprise	Score and level
SE " State forestry enterprise Malin "	54
	Conditionally average
SE " Narodytske specialized forestry"	72
	Conditionally average
SE "Novograd-Volyn Experimental Forestry"	61
	Conditionally average
State Enterprise " Goroditsky Forestry"	60
	Conditionally average
SE "Korostyshiv Forestry"	50
	Conditionally low

Economic analysis is a special functional economic science, which manifests itself as a set of new knowledge both at the level of scientific research and at the level of practice of application of its tools. Thus, in practice, economic analysis is manifested as an information system that provides relevant information requests for business management of enterprises of all sectors of the economy. At the same time, the information resources obtained as a result of analytical tools are transformed into a system of special knowledge, which determines the development trends of economic systems of different levels (macroeconomics, microeconomics, international economy).

It should be noted that the results of analytical procedures in general can be used in the context of outlining trends in various economic sciences (economic theory, enterprise economics, regional economy, national economy, international economics, economics of sustainable development) and other social and behavioral sciences, psychology - behaviorism in economic relations, public administration - development and implementation of public policy (economic, environmental, personnel, financial and other state policies), sociology - the interaction of society and ecosystems; law - the system of legal regulation of forest use; state and national security - assessment of risks of anthropogenic impact on the level of state security and others.

## CONCLUSIONS

In general, economic analysis as a science and practical activity can be considered from several aspects: 1) economic analysis as a system of generating new special knowledge, the results of which are defined as a trend in the development of economic science. Economic analysis has such metrological tools that allow you to assess trends in economic systems in terms of research, which in turn leads to the generation of new scientific knowledge; 2) economic analysis is a system of generating the main resource of the post-industrial economy - information. In fact, economic analysis is the only information subsystem for managing the economic activity of forestry enterprises, which allows not only to provide information about the properties of the object of management, but also determines the causal links and areas of search for efficiency reserves; 3) economic analysis is a means of making effective management decisions in a dynamic environment and fierce competition; 4) economic analysis allows identifying areas of enterprise development to



ensure sustainable development of the enterprise in conditions of uncertainty. The identified areas of economic analysis are the basis for revision of organizational and methodological provisions of economic analysis of forestry enterprises. It should be noted that the peculiarity of the activity of forestry enterprises of Ukraine is their organizational form - state enterprises and subordination to the regulator - the state forestry agency. The first feature determines the specifics of the management system of economic activity, the order of formation of property and sources of its formation, as well as the specifics of the formation and distribution of financial results. Subordination to the State Forestry Agency of Ukraine, determines the features of the reporting of the forestry enterprise, as well as the directions of establishing information and communication links on the movement of analytical information. It should be noted that analytical information on the efficiency of economic activity of forestry enterprises can be the basis for assessing management activities, in particular the head of the enterprise appointed by the State Forestry Agency of Ukraine.

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## AEROSPACE INDUSTRY STATE REGULATION

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### ABSTRACT

The importance of the modern aerospace industry to national economies encourages governments to pursue separate policies to ensure its development. Institutional conditions play a special role in such policies, including the priority of public policy in science, technology and education, in particular in the space sector, integration into the global innovation sphere, international cooperation and internationalization of research as the most important factor in the national space industry. Ukraine as an active participant in the global space industry shows its activity as in the nick of international organizations and related stud Jenny and space exploration, takes part in international space projects and Interstate second cooperation and in space. This raises the question of the effectiveness of state regulation of the aerospace industry, development and support of effective mechanisms for state participation in building the industry's potential, establishing and implementing a modern organizational and legal field to ensure the activities of industry both domestically and internationally.

**Key words:** aerospace industry, state regulation, mechanism of state regulation.

### INTRODUCTION

Important feature of our time is the simultaneous strengthening of globalization and regionalization, growing interdependence of countries' economies, development of integration processes intensive of the civilized countries of closed national economies to an open economy.

This provision is especially relevant for capital - intensive industries, which include the aerospace industry. Therefore, it is necessary to analyze the possibilities of improving the mechanism of public administration and providing state support to the aerospace industry, ensuring investment attractiveness of the industry, involving the industry in international integration and cooperation will create favorable conditions for the development of aerospace companies in Ukraine, ensure their access to the international space market and increase the level of scientific, production and financial potential of the state.

**Analysis of recent researches and published papers.** The main scientific sources in which various aspects of the mechanism of public administration and regulation are studied are the works of such scientists as: G. Atamanchuk, V. Bakumenko, O. Kravchenko, V. Malinovsky, R. Rudnytska, O. Chechel. Problems of development and functioning of the aerospace industry are devoted to the works of O. Dzhur, L. Soroka etc.

**Results of the research.** In the context of the disclosure of the research topic, it is necessary to consider the essence and content of the mechanism of public administration and state regulation.



As noted by O. Chechel [12], state regulation of the economy is an integral function of public administration. G. Atamanchuk defines the mechanism of public administration as a tool for the implementation of the functions of the state and its executive power [1]. V. Bakumenko and D. Beznosenko consider the mechanism of public administration as practical measures, means, levers, incentives by which public authorities influence any social relations to achieve the goals [2]. According to R. Rudnytska definition, it is an artificially created complex system designed to achieve the set goals, which has a certain structure, a set of legal norms, methods, means, and tools of state influence on the object of management [10].

Mechanism of governance by O. Kravchenko, can be seen as a comprehensive system of public administration, which includes specific control mechanisms (economic, motivational, political, legal, etc.), which together are able to provide a balanced and efficient operation of state mechanism [5]. In turn, V. Malinovsky, considers this concept as a set of means of organizing management processes and ways to influence the development of managed objects using appropriate management methods aimed at achieving the goals of public administration [6].

V. Fedorenko considers the mechanism of public administration as a system, which is intended for practical implementation of public administration and achievement of the set purposes, has a certain structure, methods, levers, tools of influence on object of management with the corresponding legal, regulatory and information security [8].

The development and efficient functioning of the aerospace industry depends on a large number of factors. Today, the state is able to act as an entity that can influence some of these factors, through its own mechanisms of public administration and regulation. The application of effective tools, principles of regulation and management will give impetus to the future development of the aerospace industry in Ukraine.

The space industry of Ukraine has always occupied one of the leading positions in the development and production of high-tech products. Today the industry needs active state support and improvement of state regulation, reforming organizational approaches to management in order to solve the problems of effective development of the industry. Expanding the scope of international cooperation, participation in global science and technology projects, maintaining competitiveness in the global space technology market remain the main directions of efforts by the relevant government agencies. The following are the main reasons for the desire of the world's leading powers to develop the aerospace industry, regardless of whether the industry can implement a full closed cycle of development and operation of space technology:

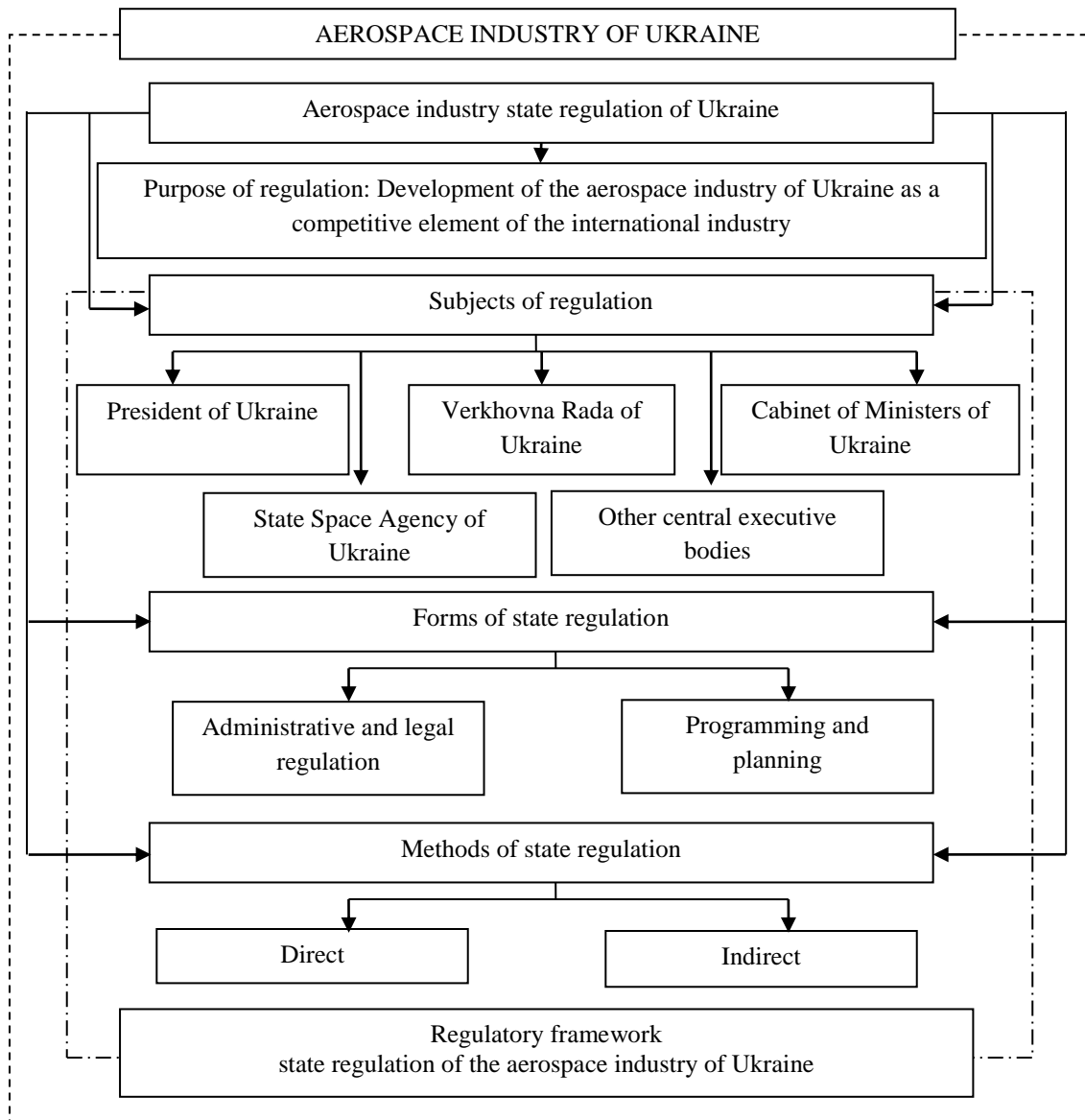
- the rocket and space industry is a catalyst for high technologies in key industries, which determine the level of economic development of the state, its place in the world market;

- with the help of rocket and space technology it is possible to solve effectively, important scientific and economic problems of communication, radio broadcasting, television, space industry, agriculture, land reclamation, land use, topography, geological exploration, fisheries, ecology, meteorology, navigation at the world level;

- the level of development of rocket and space technology largely determines the defense potential of the state. The creation of a combat-ready and mobile army is impossible without the use of modern spacecraft and, above all, space communication systems, surveillance, intelligence, control, electronic warfare, and so on. It is a well-known fact that a state with rocket and space technology could potentially have modern weapons;

- the rocket and space industry itself is able to create products that are highly valued in the commercial space services market [4].

The system of state regulation of the aerospace industry of Ukraine is presented in Fig.1.



**Figure 1. The system of aerospace industry state regulation of Ukraine**

As for the consideration of the essence of the concept of space industry state regulation in the scientific literature, different authors consider this concept somewhat differently. For example, O. Dzhur defines that space industry state regulation of enterprises is a program of responsibility that implements the tasks of socio-economic and scientific progress of the state, increasing the welfare of citizens through its mission by space enterprises, providing the state with the necessary resources and measures will allow the synthesis, combination of past, present, future, the creation of a new reality of a more perfect world, where the spiritual and material components of human existence is balanced [3]. L. Soroka notes that space industry state regulation is a type of organizational activity of the state, which consists of a set of means, methods by which state or non-governmental organizations to



which the state has delegated regulatory powers, establish principles, norms, rules for space activities and implement control over such activities in order to satisfy public and private interests [11]. The author singles out the concept of state management of space activities, emphasizing that state regulation and management of space industry has certain common features and differences, and direct state management of space activities is a type of organizational activity of the state, which consists of a set of tools, methods, which public administration bodies exercise power over the subjects of space activities in order to ensure the public interest [11].

According to Article 5 of the Law of Ukraine "On Space Activities" [9], state regulation and management in the field of space activities in Ukraine are carried out by:

- legislative establishment of the basic principles, norms and rules of space activity;
- development of conceptual bases of state policy in the field of research and use of outer space for peaceful purposes and in the interests of state security;
- formation of the National target scientific and technical space program of Ukraine;
- planning and financing of space activities at the expense of the State Budget of Ukraine, as well as assistance in attracting other sources of financing, not prohibited by the current legislation of Ukraine;
- targeted training at the expense of the State Budget of Ukraine;
- introduction of licensing of such activities;
- control over the implementation of foreign economic activity by space entities.

The importance of the space industry encourages national governments to pursue separate policies to ensure its development. Institutional conditions play a special role in such policies, including the priority of public policy in science, technology and education, in particular in the space sector, integration into the global innovation sphere, international cooperation and internationalization of research as the most important factor in the national space industry.

The importance of the development of international aerospace activities and international cooperation is explained primarily by the strategic importance of the aerospace industry for the development of the state and the constant trend of increasing scientific and capital intensity of new products, which requires significant financial resources. Therefore, it is necessary to analyze the possibilities of both ordinary, domestic cooperation and international cooperation, its necessity and feasibility for the development of the space industry of Ukraine.

Ukraine as an active participant in the world space industry is active in the following areas:

- participation in international organizations related to space exploration and development;
- participation in international space projects;
- interstate cooperation in space [7].

Cooperation of Ukraine with foreign states in the field of exploration and use of outer space for peaceful purposes is based on the current legislation of Ukraine and international agreements concluded with foreign states in the space sphere. In general, the aerospace industry of Ukraine is a full participant in the global aerospace industry, and the system of state regulation of the industry is interconnected with the global system of regulation of the industry (Fig. 2).

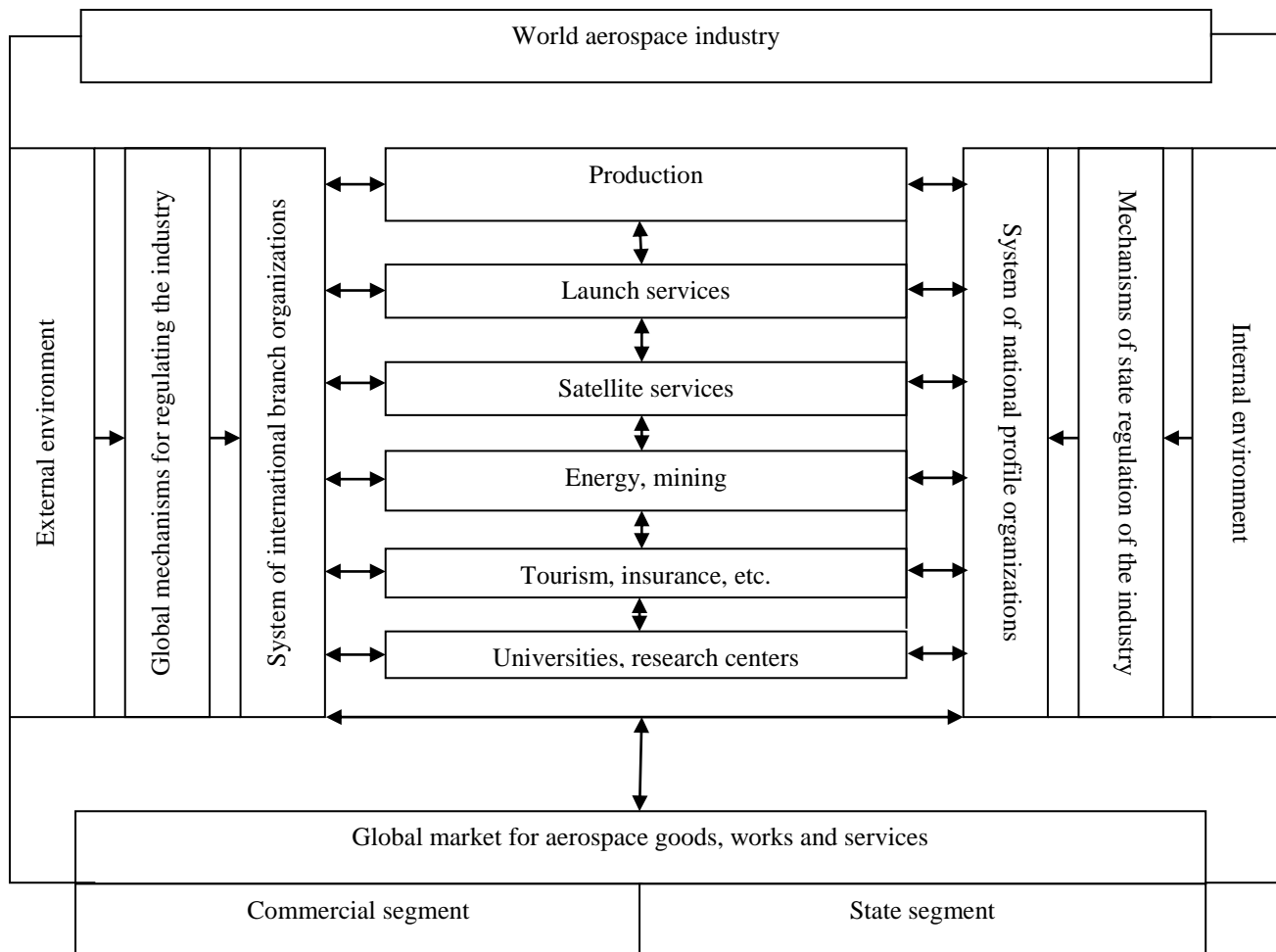
Ukraine is a full-fledged subject of international space law by acceding to the fundamental acts in the field of space exploration and use adopted within the UN.

Ukraine is a member of international organizations that coordinate space activities including: COPUOS, COSPAR, CEOS, IAF etc.

Today, Ukraine, on the basis of a number of bilateral international agreements, actively cooperates with the world's leading space agencies, including the United States, China, India, Russia,

Israel, Brazil, Argentina, Turkey, Kazakhstan and the EU.

To enter international markets, Ukrainian companies need to find new ways and new opportunities. However, the specificity of national and international markets for aerospace products and services makes it much more difficult to solve such problems. Today in Ukraine there is no full-fledged demand and market for technologies and products of the domestic space industry. Therefore, it is inevitable to build an effective policy and search for markets outside the country, as well as to determine the main priorities of state support for the development of the domestic aerospace industry, which would contribute to the deepening and expansion of international cooperation programs and projects.



**Figure 2. The mechanism of regulation of the world aerospace industry**

**CONCLUSIONS**

The system of state regulation of the aerospace industry of Ukraine needs further improvement in the direction of developing organizational approaches to management and providing opportunities for Ukrainian companies working in the industry for broad international cooperation.

Further development of interstate cooperation, expansion of partner countries at the state



level will promote the growth of international programs and projects with the participation of domestic companies ensure the full integration of the Ukrainian aerospace industry into the world scientific, technological and economic space.

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## SWOT - ANALYSIS OF NATIONAL SECURITY STATE MANAGEMENT IN CONDITIONS OF GEOPOLITICAL THREATS

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### ABSTRACT

Facing a series of radical changes within external and internal security environment there has been a challenge for Ukraine to improve the mechanisms of national security state management in conditions of geopolitical threats. It is impossible to implement without developing an appropriate strategy for national security. Since independence, Ukraine has been developing the national security system that is still imperfect. Despite these imperfections in the sphere of national security and transformation in public administration, Ukraine clearly claimed its European position and began the process of transformation both in the state and society. The ineffective strategy for the development of national security state management of Ukraine as an independent state, chosen in the 1990s impeded its formation in European democratic advancement. The Dignity Revolution of 2014 was provoked, first of all, by the complete lack of political will of the country's government to follow the European civilized choice of society. It gave opportunities for Ukraine to form and develop a new strategy for state management of national security in conditions of geopolitical threats.

**Key words:** geopolitical threats, public administration, national security, SWOT-analysis.

### INTRODUCTION

The protection of national interests of a state depends not only on how successful national security system is at responding to challenges and threats at both domestic and geopolitical levels, but, above all, on effective state management. At the same time, it is important to improve the current state of national security management taking into consideration either domestic or geopolitical threats. Ultimately, Ukraine's national security has become more vulnerable, especially over the past six years. The country is experiencing the escalation of aggression by the Russian Federation, the hybrid war in eastern Ukraine, the annexation of Crimea, the increased risks of energy dependence, growing environmental and industrial disasters, and breaching international agreements on a unilateral basis and progressing recession in all important spheres of national security which lead to an increase in its unpredictability. Unexpected changes in the security environment require a rapid and adequate response and forming strategy of public administration of Ukraine, taking into account both internal factors and geopolitical threats.



Therefore, Ukraine has to develop a new model of national security state management in the conditions of radical changes within the external and internal security environment. Strategic analysis methods are far often applied to determine the state of security environment and to use the developed strategic plans for public administration. The method of SWOT-analysis is considered to be one of the most common and high-quality tool for strategic planning.

**The analysis of recent researches and published papers.** The main scientific sources that study various aspects of quality of strategic management at the state level are the works of the following scientists: V.P.Gorbulin, A.B. Kaczynski (proposed to apply SWOT-analysis methodology to estimate the state of internal and external environments) [4]; V.Yu.Bogdanovich, A.I. Semenchenko (defined the approach to the development of theoretical principles of strategic planning in the field of state management to ensure national security) [2]; O.F. Belov, E.M. Lisitsyn (investigated current issues of strategic planning of national security state policy of Ukraine) [3].

**The results of the research.** The abbreviation SWOT was proposed by Professor K. Andrews in 1963 at a conference on business problems in Harvard [4, p. 105]. SWOT-analysis does not contain economic categories; therefore today it has proven to be a universal methodology used to form strategies in various spheres of life. In modern science this technology is one of the most successful system technologies, that allows to estimate the complex effects of external and internal factors, strengths, weaknesses and opportunities of a state, influencing the level of protection of an individual's concerns, interests of society and a state. SWOT-analysis [4, s. 105] is targeted at the mentioned above issues.

It can be used to study external and internal environment of enterprises or other objects in their close connection, in particular their strengths (Strengths) and weaknesses (Weaknesses), opportunities (Opportunities) and threats (Threats), as well as to create development strategies.

Weaknesses of national security state management in the context of geopolitical threats are the lack or insufficient use of state management mechanisms to ensure national security in the context of geopolitical threats, which still cannot be implemented in the field of national security management. It causes an increase in national security challenges at geopolitical levels and growing risks of unfavorable conditions for the development of economic and financial, military and defense, information and communication, scientific and technological, environmental and raw materials, social and demographic, ethnical and national, cultural and ideological spheres. All the mentioned above areas are firmly influenced by geopolitical transformations.

Strengths of national security state management in the context of geopolitical threats mean the increase in the level of efficiency when using public administration mechanisms to ensure national security in the context of geopolitical threats. It results in increased efficiency when implementing state management of national security at geopolitical level. There is also an increase in growing potential for the development of military and defense, information and communicative, scientific and technological, ecological and raw materials, social and demographic, ethnical and national, cultural and ideological spheres.

Opportunities are favorable circumstances for state management of national security in the conditions of geopolitical threats can be used to obtain benefits for the development of areas that are influenced by geopolitical transformations.

Threats are risks that may occur for state management of national security in the context of geopolitical threats. Such risks may be adversely affected by unpredictable or uncontrolled processes



which may destabilize the development of key areas influenced by geopolitical transformations.

Thus, the method of SWOT-analysis is an estimation of the real strategic state of a country that demonstrates how the existing strategy of state management of national security corresponds to internal and external factors in conditions of geopolitical threats. A state has to transform current threats to national security in the field of state security into favorable opportunities by formulating a strategy to improve national security state management in a country and to work on weaknesses as well as to change the strategy of public administration of national security. The method of SWOT-analysis is considered in the given paper as estimation of real strategic state of national security management in conditions of geopolitical threats and demonstrates how the existing strategy of national security management in conditions of geopolitical threats corresponds to internal and external factors.

In order to follow the connections among the factors that determine the state management of national security in the context of geopolitical threats and to develop a strategy for improving state management of national security, a SWOT matrix is presented as following. (Table 1).

**Table 1 SWOT-analysis of national security state management in the conditions of geopolitical threats**

<b>Strengths (S)</b>	<b>Weaknesses (W)</b>
<ol style="list-style-type: none"> <li>1. The development of effective state managerial solutions at geopolitical level by State Management of National Security entities.</li> <li>2. Public servants being highly cultured regarding strategic analysis and management in the field of national security in conditions of geopolitical threats.</li> <li>3. Competent professional opportunities at the level of public administration in anticipating crisis situations and developing managerial solution to avoid (overcome) crises at ensuring national security in the context of geopolitical transformations.</li> <li>4. Huge opportunities at the level of public administration to identify the key factors influencing national security and its monitoring in conditions of geopolitical threats.</li> <li>5. Constant development and verification of models of national security state management in the conditions of geopolitical threats for the future development of the state system.</li> <li>6. Designing possible scenarios for the development of a situation and the necessary modification of managerial actions regarding national security in transformational conditions.</li> <li>7. Estimation of opportunities and threats regarding the implementation of state managerial solutions, forecasting (planning) their implementation, development and implementation of intermediate managerial tools (adjustment of managerial solution) in the sphere of national security in context of geopolitical threats.</li> <li>8. A real chance to improve the image of Ukrainian</li> </ol>	<ol style="list-style-type: none"> <li>1. Heterogeneity and uncertainty among the Ukrainian state elite regarding the development of the system for state management in the sphere of national security in conditions of geopolitical challenges and internal threats.</li> <li>2. The influence of corporatism and lobbying on the formation of national security management system.</li> <li>3. Dominance of situational forms of cooperation and mainly “grey” structure of relations with a low level of corruption elimination at all levels of national security state management in the conditions of transformational changes.</li> <li>4. Full dependence of Ukrainian system of national security state on geopolitical strategies.</li> <li>5. Inability of representatives of state management to respond fast to intensive change of environment of formation and implementation of national interests in the field of national security in the conditions of geopolitical threats.</li> <li>6. Crisis cases at the level of national security state management in conditions of insurmountable internal threats, such as: hybrid war in eastern Ukraine, separatist manifestations in the eastern and western regions of the state, energy dependence, uncertainty with language and cultural policy, interfaith conflicts.</li> <li>7. Inefficiency of national security state management in the conditions of growing competition for resources (energy, financial, food and others) and raw material dependence.</li> <li>8. Inefficiency of national security state management in conditions of rapid development of information and</li> </ol>



state management in the field of national security due to the process of corruption elimination.	communication technologies and threats, due to uncontrolled globalization and huge transformations of geopolitical and geoeconomic space.
<b>Opportunities (O)</b>	<b>Threats (T)</b>
<ol style="list-style-type: none"> <li>1. High level of administrative and legal capacity of state management entities to protect national security in conditions of geopolitical threats.</li> <li>2. Strengthening of Ukrainian democratic competitive state management of national security in conditions of geopolitical changes on the basis of corruption elimination.</li> <li>3. Creating an effective security and defense sector and increasing the state's defensive potentialities.</li> <li>4. Effective resistance to hybrid war and the process of counteracting terrorist challenges.</li> <li>5. Restoration of the territorial integrity of the state and returning control over the occupied territories.</li> <li>6. The development of an effective system of state management in relation to international guarantees of national security in the conditions of geopolitical threats.</li> <li>7. The formation of national security state management in the conditions of geopolitical threats on the basis of effective system of strategic partnership with the countries and the international organizations.</li> <li>8. The real opportunities for integration into the EU and NATO.</li> </ol>	<ol style="list-style-type: none"> <li>1. The structural crisis of statehood and national security state management due to the constant and radical shift of emphasis from the goals to the means and vice versa which is a threat to national interests.</li> <li>2. Significant reduction of the potential of national security state management due to the deepening of crisis in economic, social, military and defense and humanitarian spheres.</li> <li>3. Uncertainty of the state elite regarding the state management of national security in the conditions of ideological crisis.</li> <li>4. Negative impact on the system of national security state management by means of energy and raw material dependence and increased risks of environmental and technological disasters.</li> <li>5. Reducing the capacity of national security state management in conditions of geopolitical influence due to the growing military aggression of the Russian Federation in Crimea and eastern Ukraine and the beginning of large-scale "hybrid" war against Ukraine.</li> <li>6. Deterioration of the international image of Ukrainian national security state management due to the lack of reliable internal security guarantees for Ukraine.</li> <li>7. Ineffective advancement in corruption elimination and inappropriate system of state control in this area.</li> <li>8. Breaching the international obligations and integration conditions regarding accession into EU and NATO as well as associated membership.</li> </ol>

Taking into account the data given in table. 1, it is recommended to consider all possible pair combinations and to highlight those which have to be considered when developing strategy of national security state management in conditions of geopolitical threats (Table 2).

1. SO Strategy. Any state has to rely on the strengths of its own system of national security state management by using the available opportunities of external environment.

2. ST Strategy is targeted at the use of strengths in order to minimize threats to national security management system.

3. WO strategy aims to minimize the influence of weaknesses in case of implementation of the existing capabilities of state in the management of national security in conditions of geopolitical threats.

4. WT Strategy. The purpose of this strategy is to minimize the influence of weaknesses in order to overcome real threats to the system national security state management in the context of geopolitical threats.

When choosing a strategy, it is recommended to remember the fact that opportunities and threats can be the opposite. Thus, lost opportunity can be a threat if used by a competitor. It means that inaction can lead to the risk of lost opportunities. Or, on the contrary, a successfully prevented threat can become an advantage in case competitors have not eliminated this threat.



Table 2 **Basic matrix of SWOT-analysis**

Favorable intersection for a state	S 1. 2. ...	W 1. 2. ...	
O 1. 2. ...	SO field	WO field	Dangerous intersection for state management of national security
T 1. 2. ...	ST field	WT field	

## CONCLUSIONS

Summarizing the main results of the given studies, the analysis of national security state management in the context of geopolitical threats is a very important and complex stage of strategic planning of state national security policy, which is quite relevant today:

1) It requires a careful analysis of the processes that are taking place in national security state management, estimation of factors and following connection between opportunities, threats, strengths and weaknesses of the state management system to ensure national security;

2) The application of SWOT-methodology to development of a strategy for improving the national security state management will provide an opportunity to modernize the existing transformation system of state national security;

3) It is recommended to attract experts and professionals to establish interconnections between the factors of external and internal environment;

4) The strategic alternatives proposed by expert groups regarding improvement of national security state management of Ukraine in the context of geopolitical threats will provide the proper level of protection in conditions of globalization in further decades.

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## ASSESSMENT OF THE CONSEQUENCES AND RESULTS OF HEALTH CARE REFORM IN UKRAINE

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### ABSTRACT

We assessed the consequences and results of the implementation of the reform in the health care system. It is worth noting that the studied health care reform had the greatest impact on the population of Ukraine and its suffering before the reform through the conclusion of declarations with family doctors. The reform is most effective in financing health care facilities of all forms of ownership, including private, communal and public. In fact, on the basis of digital material, it is possible to trace the change in the mechanism of financing primary health care, state guarantees and provision of medicines to the population.

**Key words:** financing health, including private, financing primaty, public administrarion, consequences care reform.

### INTRODUCTION

An important role in the study of public administration reform in any area is to assess the results of such reforms. A particularly important reform over the past five years has been medical, which has conceptually transformed Ukraine's health care system. Today, the issue of quality of medical services remains the most relevant in the system of public administration, and therefore the assessment of the consequences of the reform is important both from the standpoint of research and from the standpoint of forming new public administration decisions.

**Analysis of recent researches and published papers.** The issue of reforming the health care system of Ukraine was subordinated to the following scientists: Yu.I. Voitovych, V.V. Lazoryshynets, H.O. Slabkyi, N.P. Yarosh, L.A. Chepelevska, M.V. Shevchenko, A.S. Kutuza, O.M. Tsiborovskyi, S.V. Istomyn, N.Yu. Kondratiuk, N.T. Kucherenko, H.M. Tiapkin, V. Chernenko, P. Aarva, V. Rudyi U. Mattila, M. Kari, E. Linnakko, V. Lekhan, A. Huk, V. Halaida, S.M. Vovk and others. The identified scholars were more likely to assess the changing changes in the reforms, but their implications for health services and the quality of medicine in general were not considered.



**Results of the research.** The need for continuous improvement of the health care system trained by its importance and role in socio-economic relations. "The main support for the health of countries and its regions supports the support and change of public health in accordance with the basic idea of the transition of the state from the crisis -" preservation in the highest level, due to human resources. " Health in its broad, systemic perception is simultaneously a biological, psychological, physiological, economic and social category. From the economic and social point of view, health is seen as the ability of man (people, society) to carry out appropriate, effective and efficient activities in changing environmental conditions and within a set of certain activities to which it is possible to adapt "[1]. A responsible assessment of the state of reform of Ukraine's

health care systems will reveal their impact on the socio-economic system. In addition, the assessment of the consequences and results of the reform is the basis for the formation of feedback in the system of public administration of the health care system.

Significant transformations in the health care system began with the adoption of the National Strategy for Health Care Reform in Ukraine for the period 2015 - 2020. According to this document, a state reform policy was developed and a set of transformational changes that have no results . The results and consequences of the evaluation in the following sequences: evaluation of the financial support of medical guarantee programs; analysis of the results of primary health care reform; assessment of planned indicators of financial guarantors of secondary medical care; evaluation of the results of the "Affordable Medicines" programs. Only in these areas the greatest transformational changes took place and the results were obtained. Responsibly, we evaluated the results for these areas.

The assessment of the current state of the results and consequences of health care reform has made the use of statistical observation methods. The information base of the analysis was: the official report of the Ministry of Health of Ukraine, the Reports of the National Health Service of Ukraine and the Laws of Ukraine on the state budget of Ukraine for the studied years, analytical reviews of the World Bank and the World Health Organization.

Medical guarantees planned for 2020

To assess the results of the implementation of medical guarantees in Ukraine, an assessment of their targets for 2020 is carried out (Table 1).

**Table 1 Medical guarantors are planned for 2020 by the National Health Service of Ukraine**

Type of guarantees	Amount , million UAH	PV ,%
Secondary (specialized) and tertiary (highly specialized) medical care	43852	60.91
Primary care	19137	26.58
Emergency medical care	4657	6.47
Medical rehabilitation	440	0.61
Palliative care	297	0.41
Reimbursement of drugs	3090	4.29
Reserve, technical support	527	0.73
Together	72000	100

After assessing the targets, we see that among all the guarantees given by the National Health Service of Ukraine, the largest share is occupied by secondary (specialized) and tertiary (highly



specialized) medical care, which is 60.91%, in second place is primary medical care. , which owns 26.58%, the next largest share of guarantees is emergency medical care, which is 6.47%, the fourth largest share of guarantees recorded reimbursement of drugs, which is 4.29%, medical rehabilitation is only 0.61% of the share specific weight, the next type of guarantees reserve, technical support in the mass share is only 0.73%, in the last place is concentrated palliative care, which in the overall structure is only 0.41% of the specific weight (table 2).

**Table 2 Quantitative analysis concluded returns as of 1 January 2020 yr.**

Region	Population	Number of declarations		Correlation, in%
		General	Filed by First aid institutions	
1	2	3	4	5
Vinnitsia	1560 394	1300 182	1300 182	83
Volyn	1035 330	836 990	836 477	81
Dnepropetrovsk	3206 477	2424 089	2423 710	76
Donetsk	4165 901	1346 728	1346 465	32
Zhytomyr	1220 193	972 876	972 306	80
Transcarpathian	1256 802	934 844	934 556	74
Zaporozhye	1705 836	1292 605	1292 456	76
Ivano-Frankivsk	1373 252	1075 586	1 068977	78
Kyiv	1767 940	1464 527	1464 516	83
Kirovograd	945 549	682 741	682 741	72
Luhansk	2151 833	467 914	467 711	22
Lviv	2522 021	2053 448	2050 422	81
Kyiv	2950 819	1948 791	1947 859	66
Mykolayivska	1131 096	796 668	796 668	70
Odessa	2380 308	1572 125	1569 543	66
Poltava	1400 439	1114 384	1114 381	80
Rivne	1157 301	924 436	924 243	80
Sumy	1081 418	872 520	872 501	81
Ternopil	1045 879	818 870	818 584	78
Kharkiv	2675 598	2049 134	2049 110	77
Kherson	1037 640	764 868	763 889	74
Khmelnysky	1264 705	1023 824	1023 821	81
Cherkasy	1206 351	930 636	930 636	77
Chernivtsi	904 374	682 533	682 293	75
Chernihiv	1005 745	790 741	790 652	79
Ukraine	42153 201	29142 060	29124 699	69

#### Evaluation of the results of primary health care reform

Primary care is a special type of medical service that has been significantly transformed in the context of health care reform. It will be evaluated according to the following components:

1. The ratio of concluded declarations to the population in terms of regions of Ukraine;
2. Analytical assessment of concluded declarations by population groups;





3. Quantitative analysis of primary care providers and their staffing;

4. Analytical assessment of the distribution of benefits by health care providers.

Table 2 presents the ratio of concluded declarations on the provision of primary health care to the population of the regions in terms of regions, as of early 2020.

As of January 1, 2020, the number of concluded declarations by regions has the following sequence:

- Vinnytsia (83%), Volyn (81%), Zhytomyr (80%), Kyiv (83%), Lviv (81%), Poltava (80%), Rivne (80%), Sumy (81%) and Khmelnytsky (81%) oblasts occupy the largest share among all oblasts, which is over 80% according to the concluded declarations with the population and according to the number of submitted declarations by PMD institutions;

- Dnipropetrovsk (76%), Zakarpattia (74%), Zaporizhia (76%), Ivano-Frankivsk (78%), Kirovohrad (72%), Mykolaiv (70%), Kharkiv (77%), Ternopil (78%), Kherson (74%), Cherkasy (77%), Chernivtsi (75%) and Chernihiv (79%) oblasts occupy more than 70% of the total share among all oblasts in terms of concluded declarations with the population and the number of declarations submitted by primary care institutions;

- the city of Kyiv (66%) and Odesa (66%) oblast occupy over 60% of the total share among all oblasts in terms of concluded declarations with the population and in terms of the number of submitted declarations by PMD institutions;

- Donetsk (32%) and Luhansk (22%) oblasts occupy the lowest share of about 30% among all oblasts in terms of concluded declarations with the population and the number of declarations submitted by PMD institutions due to the unstable situation in the region due to hostilities in their territories.

In general, 29142060 declarations were concluded in Ukraine, which is 69% of the population.

Analytical assessment of the concluded declarations by population groups is presented in table. 3.

Our analytical assessment of the concluded agreements on the composition of the population as of January 1, 2020, provides the following sequence of distribution by article by region:

- in Vinnytsia and Khmelnytsky oblasts, the total share of concluded declarations with men is 45%, with women - 55% of the share of all agreements;

- in Volyn, Zakarpattia, Ivano-Frankivsk, Lviv, Rivne, Sumy, Ternopil and Chernivtsi regions, the total share of concluded declarations with men is 46%, with women - 54% of the share of all transactions;

- in Dnipropetrovsk, Donetsk, Zaporizhia, Luhansk, Kharkiv and Chernihiv oblasts and the city of Kyiv, the total share of concluded declarations with men is 43%, with women - 57% of the share of all agreements;

- in Zhytomyr, Kyiv, Kirovohrad, Mykolaiv, Odesa, Poltava, Kherson, and Cherkasy oblasts, the total share of concluded declarations with men is 44%, with women - 56% of the share of all agreements.

The following sequence is concentrated by age groups by regions:

- in Vinnytsia, Dnipropetrovsk, Zhytomyr, Zaporizhia, Kirovohrad, Poltava, Ternopil, Kharkiv, Kherson, Khmelnytsky, Cherkasy regions, the total share of concluded declarations with the population from birth to 5 years is over 6%;

- in Volyn, Zakarpattia, Odesa, Rivne, Chernivtsi oblasts and the city of Kyiv, the total share of concluded declarations with the population from birth to 5 years is over 8%;



- in Donetsk, Luhansk, Sumy and Chernihiv oblasts the total share of concluded declarations with the population from birth to 5 years is over 5%;

**Table 3 Distribution of agreements concluded by the composition of the population as of 1st January 2020 yr.**

Region	By article, in%		By age groups				
	Men	Women	0-5	6-17	18-39	40-64	65 -
1	2	3	4	5	6	7	8
Vinnitsia	45	55	6.4	14.4	26.0	34.6	18.7
Volyn	46	54	8.1	18.0	27.8	32.3	13.8
Dnepropetrovsk	43	57	6.4	14.6	25.5	34.6	18.9
Donetsk	43	57	5.8	13.7	22.9	36.2	21.4
Zhytomyr	44	56	6.9	15.5	25.0	34.8	17.8
Transcarpathian	46	54	8.4	18.2	28.6	31.2	13.5
Zaporozhye	43	57	6.2	14.3	23.4	35.7	20.4
Ivano-Frankivsk	46	54	7.5	16.5	27.7	32.5	15.8
Kyiv	44	56	7.7	15.3	26.4	33.9	16.7
Kirovograd	44	56	6.5	15.4	22.8	35.4	20.0
Luhansk	43	57	5.6	13.1	21.3	37.7	22.3
Lviv	46	54	7.2	15.3	28.6	32.9	15.9
Kyiv	43	57	8.1	15.5	26.9	32.0	17.5
Mykolayivska	44	56	7.0	15.4	24.3	34.5	18.8
Odessa	44	56	8.5	17.5	24.5	32.0	17.5
Poltava	44	56	6.0	13.4	24.1	36.5	20.0
Rivne	46	54	8.5	18.5	27.5	32.0	13.5
Sumy	46	54	5.5	12.7	24.2	37.5	20.2
Ternopil	46	54	6.6	15.3	26.6	34.0	17.5
Kharkiv	43	57	6.0	13.6	26.0	34.8	19.6
Kherson	44	56	6.8	15.5	32.9	34.8	19.0
Khmelnitsky	45	55	6.7	14.8	24.7	35.1	18.7
Cherkasy	44	56	6.0	13.5	22.9	36.4	21.2
Chernivtsi	46	54	8.0	16.6	27.6	31.4	16.4
Chernihiv	43	57	5.6	13.3	23.3	36.7	21.1
Ukraine	44	56	6.9	15.1	25.6	34.2	18.2

- in Ivano-Frankivsk, Kyiv, Lviv and Mykolayiv oblasts the total share of concluded declarations with the population from birth to 5 years is over 7%;

- in Vinnitsia, Dnipropetrovsk, Zaporizhia and Khmelnytsky regions the total share of concluded declarations with the population from 6 to 17 years is over 14%;

- in Volyn, Zakarpattia and Rivne oblasts, the total share of concluded declarations with the population aged 6 to 17 is over 18%;

- in Donetsk, Luhansk, Poltava, Kharkiv, Cherkasy and Chernihiv regions, the total share of concluded declarations with a population of 6 to 17 years is over 13%;



- in Zhytomyr, Kyiv, Lviv, Mykolaiv, Ternopil, Kherson oblasts and the city of Kyiv, the total share of concluded declarations with a population of 6 to 17 years is over 15%;
- in Ivano-Frankivsk and Chernivtsi oblasts the total share of concluded declarations with the population from 6 to 17 years is over 16%;
- in Odesa oblast the total share of concluded declarations with the population from 6 to 17 years is over 17%;
- in Sumy region the total share of concluded declarations with the population from 6 to 17 years is more than 12%;
- in Vinnytsia, Kyiv, Ternopil, Kharkiv oblasts and the city of Kyiv, the total share of concluded declarations with the population aged 18 to 39 was over 26%;
- in Volyn, Ivano-Frankivsk, Rivne and Chernivtsi oblasts, the total share of concluded declarations with the population aged 18 to 39 was over 27%;
- in Dnipropetrovsk and Zhytomyr oblasts, the total share of concluded declarations with the population aged 18 to 39 was over 25%;
- in Donetsk, Kirovohrad and Cherkasy oblasts, the total share of concluded declarations with the population aged 18 to 39 was over 22%;
- in Zakarpattia and Lviv oblasts, the total share of concluded declarations with the population aged 18 to 39 was over 28%;
- in Zaporizhia and Chernihiv oblasts, the total share of concluded declarations with the population aged 18 to 39 was over 23%;
- in Luhansk oblast, the total share of concluded declarations with the population aged 18 to 39 was over 21%;
- in Mykolayiv, Odesa, Poltava, Sumy and Khmelnytsky oblasts, the total share of concluded declarations with the population aged 18 to 39 was over 24%;
- in the Kherson region the total share of concluded declarations with the population from 18 to 39 years made more than 32%;
- in Vinnytsia, Dnipropetrovsk, Zhytomyr, Mykolaiv, Ternopil, Kharkiv and Kherson regions, the total share of concluded declarations with a population of 40 to 64 years is over 34%;
- in Volyn, Ivano-Frankivsk, Lviv, Odesa, Rivne oblasts and the city of Kyiv, the total share of concluded declarations with the population aged 40 to 64 is over 32%;
- in Donetsk, Poltava, Cherkasy and Chernihiv oblasts, the total share of concluded declarations with the population aged 40 to 64 is over 36%;
- in Zakarpattia and Chernivtsi oblasts, the total share of concluded declarations with the population aged 40 to 64 is over 31%;
- in Zaporizhia, Kirovohrad, Khmelnytsky regions, the total share of concluded declarations with the population from 40 to 64 years is over 35%;
- in Luhansk and Sumy oblasts, the total share of concluded declarations with the population from 40 to 64 years is over 37%;
- in Vinnytsia, Dnipropetrovsk, Mykolaiv and Khmelnytsky oblasts, the total share of concluded declarations with the population over 65 years of age was over 18%;
- in Volyn, Zakarpattia and Rivne oblasts, the total share of concluded declarations with the population over 65 years of age was over 13%;
- in Donetsk, Cherkasy and Chernihiv oblasts, the total share of concluded declarations with the population over 65 years of age was over 21%;
- in Zhytomyr, Odesa, Ternopil oblasts and the city of Kyiv, the total share of



concluded declarations with the population over 65 years of age was over 17%;

- in Zaporizhia, Kirovohrad, Poltava and Sumy oblasts, the total share of concluded declarations with the population over 65 years of age was over 20%;
- in Ivano-Frankivsk and Lviv oblasts, the total share of concluded declarations with the population over 65 years of age was over 15%;
- in Kyiv and Chernivtsi oblasts, the total share of concluded declarations with the population over 65 years of age was over 16%;
- in Luhansk region the total share of concluded declarations with the population from 65 years made more than 22%;
- in Kharkiv and Kherson oblasts, the total share of concluded declarations with the population over 65 years of age was over 19%.

The number of primary health care providers who have entered into an agreement with the National Health Service of Ukraine is presented in Table. 4.

**Table 4 Distribution of primary health care providers who have concluded an agreement with the National Health Insurance Fund by region (2019 yr.)**

Region	Utilities		Private		IEC (ФОП)		Together
	To-th	%	To-th	%	To-th	%	
1	2	3	4	5	6	7	8
Vinnitsia	54	83.08	5	7.69	6	9.23	65
Volyn	36	100.00	3	8.33	5	13.89	36
Dnepropetrovsk	67	67.00	19	19.00	14	14.00	100
Donetsk	41	100.00	5	12.20	3	7.32	41
Zhytomyr	45	78.95	5	8.77	7	12.28	57
Transcarpathian	21	43.75	8	16.67	19	39.58	48
Zaporozhye	50	72.46	10	14.49	9	13.04	69
Ivano-Frankivsk	47	65.28	9	12.50	16	22.22	72
Kyiv	41	66.13	10	16.13	11	17.74	62
Kirovograd	27	84.38	1	3.13	4	12.50	32
Luhansk	18	90.00	1	5.00	1	5.00	20
Lviv	90	75.00	7	5.83	23	19.17	120
Kyiv	28	38.89	30	41.67	14	19.44	72
Mykolayivska	38	88.37	1	2.33	4	9.30	43
Odessa	58	51.33	13	11.50	42	37.17	113
Poltava	39	76.47	5	9.80	7	13.73	51
Rivne	42	73.68	5	8.77	10	17.54	57
Sumy	48	68.57	13	18.57	9	12.86	70
Ternopil	36	78.26	0	0.00	10	21.74	46
Kharkiv	72	81.82	5	5.68	11	12.50	88
Kherson	30	81.08	3	8.11	4	10.81	37
Khmelnitsky	33	70.21	6	12.77	8	17.02	47
Cherkasy	34	89.47	1	2.63	3	7.89	38
Chernivtsi	37	90.24	1	2.44	3	7.32	41
Chernihiv	34	82.93	2	4.88	5	12.20	41
Ukraine	1050	71.62	168	11.46	248	16.92	1466



According to Table 4, we see that the mass share among municipal primary care providers who have entered into an agreement with the National Health Insurance Fund is distributed as follows:

- the amount of mass share over 30% is concentrated in the city of Kyiv;
- the amount of mass share of more than 40% is observed in the Transcarpathian region;
- the amount of mass share over 50% is concentrated in Odessa region;
- the amount of mass share over 60% is observed in Dnipropetrovsk, Ivano-Frankivsk, Kyiv, Sumy regions;
- the amount of mass share over 70% is concentrated in Zhytomyr, Zaporizhia, Lviv, Poltava, Rivne, Ternopil, Khmelnytsky regions;
- the amount of mass share of more than 80% is typical for Vinnytsia, Volyn, Donetsk, Kirovohrad, Mykolaiv, Kharkiv, Kherson, Cherkasy regions;
- the amount of mass share over 90% is observed in Luhansk and Chernivtsi regions.

The mass share among private primary health care providers who have concluded a contract with the National Health Insurance Fund has the following structure: the amount of mass share of more than 7% is observed in Vinnytsia region, more than 6% in Volyn region; over 19% in the Dnipropetrovsk region; more than 10% in the Donetsk region; more than 11% in Odessa region; more than 12% in Ivano-Frankivsk and Khmelnytsky regions; over 16% in Zakarpattia and Kyiv regions; over 14% in the Zaporizhia region; more than 3% in the Kirovohrad region; more than 5% in Luhansk, Lviv and Kharkiv regions; more than 8% in Zhytomyr, Rivne, Kherson regions; more than 9% in Poltava region; over 40% in the city of Kyiv; more than 2% in Mykolayiv, Cherkasy and Chernivtsi regions; more than 4% in the Chernihiv region; more than 18% in Sumy region.

The mass share among FOP primary care providers who have concluded an agreement with the National Health Insurance Fund is distributed as follows: the amount of the mass share of more than 9% is concentrated in Vinnytsia and Mykolaiv regions, more than 11% in Volyn region; more than 14% in the Dnipropetrovsk region; more than 6% in the Donetsk region; more than 12% in the Zhytomyr region; over 39% in the Transcarpathian region; over 13% in Zaporizhia and Poltava regions; more than 22% in Ivano-Frankivsk region; over 17% in Kyiv, Rivne and Khmelnytsky regions; more than 12% in Kirovohrad, Kharkiv and Chernihiv regions; more than 5% in Luhansk region; over 19% in Lviv region and Kyiv; more than 9% in the Nikolaev area; over 37% in Odessa region; more than 13% in Poltava region; more than 17% in Rivne and Khmelnytsky regions; over 21% in Ternopil region; more than 10% in the Kherson region; more than 7% in Cherkasy and Chernivtsi regions.

Table 5 presents a quantitative analysis of the provision of primary health care by region.

In the data in table. 5 regarding the specialty of first aid physicians, the largest share of the optimal volume of services by region can be distinguished as follows:

1. Among pediatricians:
  - more than 30% of the mass share of the optimal volume of services provided to the population is concentrated in Vinnytsia, Zhytomyr, Luhansk, Khmelnytsky regions and Kyiv;
  - more than 40% of the mass share of the optimal volume of services provided to the population is concentrated in Volyn, Dnipropetrovsk, Zaporizhia, Kyiv, Kirovohrad, Mykolaiv, Poltava, Sumy, Kherson, Chernivtsi and Chernihiv regions;
  - more than 50% of the mass share of the optimal volume of services provided to the population is concentrated in Donetsk, Odessa, Rivne and Cherkasy regions;



Table 5 Specialties of primary care physicians (2019)

Region	Pediatrician			Family doctor			Therapist		
	To-th	OVS (OOП)	% OVS (OOП)	To-th	OVS (OOП)	% OVS (OOП)	To-th	OVS (OOП)	% OVS (OOП)
Vinnitsia	43	14	32.6	818	316	38.6	44	7	15.9
Volyn	124	61	49.2	457	225	49.2	44	7	15.9
Dnepropetrovsk	182	75	41.2	1374	632	46.0	179	59	33.0
Donetsk	180	96	53.3	547	311	56.9	219	76	34.7
Zhytomyr	196	73	37.2	558	166	29.7	44	8	18.2
Transcarpathian	42	11	26.2	692	158	22.8	36	5	13.9
Zaporozhye	212	97	45.8	732	253	34.6	90	34	37.8
Ivano-Frankivsk	216	48	22.2	530	128	24.2	271	36	13.3
Kyiv	225	103	45.8	691	346	50.1	156	65	41.7
Kirovograd	129	61	47.3	279	146	52.3	95	31	32.6
Luhansk	67	26	38.8	159	75	47.2	109	46	42.2
Lviv	289	74	25.6	1192	367	30.8	250	32	12.8
Kyiv	540	190	35.2	912	368	40.4	244	51	20.9
Mykolayivska	91	43	47.3	403	216	53.6	73	20	27.4
Odessa	282	142	50,	979	304	31.1	54	9	16.7
Poltava	192	92	47.9	633	252	39.8	55	11	20.0
Rivne	142	73	51.4	492	226	45.9	84	10	11.9
Sumy	131	54	41.2	381	131	34.4	170	36	21.1
Ternopil	118	29	24.6	521	167	32.1	33	1	3.0
Kharkiv	310	90	29.0	743	306	41.2	478	173	36.2
Kherson	152	70	46.1	263	149	56.7	152	72	47.4
Khmelnysky	188	60	31.9	541	192	35.5	108	33	30.6
Cherkasy	166	84	50.6	448	237	52.9	77	18	23.4
Chernivtsi	51	21	41.2	432	89	20.6	114	4	3.5
Chernihiv	130	56	43.1	339	188	55.5	98	40	40.8
Ukraine	4393	1743	39.7	15092	5938	39.3	3233	853	26.4

- more than 20% of the mass share of the optimal volume of services provided to the population is concentrated in Zakarpattia, Ivano-Frankivsk, Lviv, Ternopil and Kharkiv regions.

## 2. Among family doctors:

- more than 30% of the mass share of the optimal volume of services provided to the population is concentrated in Vinnitsia, Zaporizhia, Lviv, Odesa, Poltava, Sumy, Ternopil, Khmelnytsky regions;

- more than 40% of the mass share of the optimal volume of services provided to the population is concentrated in Volyn, Dnipropetrovsk, Luhansk, Kyiv, Rivne and Kharkiv regions;

- more than 50% of the mass share of the optimal volume of services provided to the population is concentrated in Donetsk, Kyiv, Kirovohrad, Mykolaiv, Kherson and Cherkasy regions;

- more than 20% of the mass share of the optimal volume of services provided to the population is concentrated in Zhytomyr, Zakarpattia, Ivano-Frankivsk and Chernivtsi regions;



3. Among therapists:

- more than 15% of the mass share of the optimal volume of services provided to the population was recorded in Vinnytsia and Volyn regions;

- more than 30% of the mass share of the optimal volume of services provided to the population was recorded in Dnipropetrovsk, Donetsk, Zaporizhia, Kirovohrad, Kharkiv and Khmelnytsky regions;

- more than 18% of the mass share of the optimal volume of services provided to the population was recorded in Zhytomyr region;

- more than 13% of the mass share of the optimal volume of services provided to the population was recorded in Zakarpattia and Ivano-Frankivsk regions;

- more than 40% of the mass share of the optimal volume of services provided to the population was recorded in Kyiv, Luhansk, Kherson and Chernihiv regions;

- more than 12% of the mass share of the optimal volume of services provided to the population was recorded in Lviv region;

- more than 20% of the mass share of the optimal volume of services provided to the population was recorded in Kyiv, Mykolaiv, Poltava, Sumy and Cherkasy regions;

- more than 16% of the mass share of the optimal volume of services provided to the population was recorded in Odessa region;

- more than 11% of the mass share of the optimal volume of services provided to the population was recorded in Rivne region;

- more than 3% of the mass share of the optimal volume of services provided to the population was recorded in Ternopil and Chernivtsi regions.

The status of payments for first aid to the population by various health care providers are presented in table. 6.

**Table 6** Status of payments to medical service providers by the National Health Service of Ukraine by regions in 2019 yr. (in UAH)

Region	IEC (ФОП)	Private	Utilities	Together
1	2	3	4	5
Vinnytsia	1521275	455920	750651412	752628608
Specific weight	0.20	0.06	99.74	100
Volyn	495893	48772	481994300	482538965
Specific weight	0.10	0.01	99.89	100
Dnepropetrovsk	5564020	13549431	1346928059	1366041510
Specific weight	0.41	0.99	98.60	100
Donetsk	708063	746850	781032296	782487209
Specific weight	0.09	0.10	99.81	100
Zhytomyr	1663728	2295299	561542789	565501817
Specific weight	0.29	0.41	99.30	100
Transcarpathian	9025860	2531814	550289869	561847543
Specific weight	1.61	0.45	97.94	100
Zaporozhye	1632255	10168969	733727065	745528289
Specific weight	0.22	1.36	98.42	100



Ivano-Frankivsk	7697531	1164606	634370040	643232177
Specific weight	1.20	0.18	98.62	100
Kyiv	3177874	11615976	804862209	819656059
Specific weight	0.39	1.42	98.20	100
Kirovograd	3241262	19493	392519968	395780723
Specific weight	0.82	0.00	99.18	100
Luhansk	355140	309585	263565731	264230457
Specific weight	0.13	0.12	99.75	100
Lviv	11803794	35461541	1138594461	1153944409
Specific weight	1.02	3.07	98.67	100
Kyiv	6578020	7677469	1126334564	1140590054
Specific weight	0.58	0.67	98.75	100
Mykolayivska	2175183	0	451848222	454023406
Specific weight	0.48	0.00	99.52	100
Odessa	4637253	7974934	901106250	913718437
Specific weight	0.51	0.87	98.62	100
Poltava	1301063	3555700	632803511	637660275
Specific weight	0.20	0.56	99.24	100
Rivne	3737783	2380339	521418297	527536420
Specific weight	0.71	0.45	98.84	100
Sumy	1285370	9960252	485026318	496271940
Specific weight	0.26	2.01	97.73	100
Ternopil	3294782	0	461486412	464781195
Specific weight	0.71	0.00	99.29	100
Kharkiv	2929991	748892	1161468926	1165147810
Specific weight	0.25	0.06	99.68	100
Kherson	887550	1160665	434676019	436724234
Specific weight	0.20	0.27	99.53	100
Khmelnysky	1805927	4029341	586378437	592213705
Specific weight	0.30	0.68	99.01	100
Cherkasy	771068	144263	534130421	535045752
Specific weight	0.14	0.03	99.83	100
Chernivtsi	86481	5444778	396713454	402244713
Specific weight	0.02	1.35	98.62	100
Chernihiv	2086074	259321	448349469	450694864
Specific weight	0.46	0.06	99.48	100
Ukraine	78463241	89788825	16581818501	16750070568
Specific weight	0.47	0.54	99.00	100

According to table. 6, We can state that the largest share among payments to health care providers are payments to utilities, namely more than 90% of the share belong to all regions under study, the next largest share are payments to private providers and account for up to 1% of the share - Vinnytsia, Volyn, Dnipropetrovsk, Donetsk, Zhytomyr, Zakarpattia, Ivano-Frankivsk, Kirovohrad, Luhansk, Kyiv, Mykolaiv, Odesa, Poltava, Rivne, Ternopil, Kharkiv, Kherson, Khmelnytsky,



Cherkasy and Chernihiv regions, over 1 - Chernivtsi, Kyiv and Zaporizhia regions; more than 2% of the share - Sumy region; more than 3% of the share - Lviv region.

The latter are quantitatively paid by private individuals to health care providers and account for up to 1% of the share of the following regions - Vinnytsia, Volyn, Dnipropetrovsk, Donetsk, Zhytomyr, Zaporizhia, Kyiv, Kirovohrad, Luhansk, Mykolaiv, Odessa, Poltava, Rivne Kharkiv, Kherson, Khmelnytsky, Cherkasy, Chernivtsi, Chernihiv regions and the city of Kyiv, more than 1% of the share of payments to private individuals to providers are occupied by the following regions - Zakarpattia, Ivano-Frankivsk and Lviv regions.

Dynamics of payments to medical service providers by the National Health Service of Ukraine in 2019 (in UAH), presented in table. 7.

**Table 7 Dynamics of payments to medical service providers by the National Health Service of Ukraine in 2019 yr. (in UAH)**

Providers of services	And the quarter	II quarter		III quarter		IV quarter		Together
	Sum	Sum	Departure	Sum	Departure	Sum	Departure	
Utilities	4143450637	4046789114	-96661523	4162736236	115947122	4228842514	66106278	16581818501
Specific weight	99.44	99.13	114.34	98.88	91.02	98.55	81.19	99.00
Private	11766987	18909256	7142269	25766540	6857284	33346042	7579502	89788825
Specific weight	0.28	0.46	-8.45	0.61	5.38	0.78	9.31	0.54
IEC (ФОП)	11651348	16633970	4982622	21218862	4584892	28959062	7740200	78463241
Specific weight	0.28	0.41	-5.89	0.50	3.60	0.67	9.51	0.47
Together	4166868972	4082332339	-84536633	4209721638	127389299	4291147619	81425981	16750070568

Having analyzed the dynamics of payments to health care providers, it can be stated that the communal services provided in the second quarter decreased by 96661523 thousand UAH. compared to the first quarter, in the third quarter there was an increase in the value of utilities provided by 115947122 thousand UAH, and at the end of the year there was an increase in the value by 66106278 thousand UAH. compared to the third quarter. Regarding the provision of private services in the



second quarter there is an increase of 7142269 thousand UAH, in the third quarter there was also an increase in the amount of provided private services by 6857284 thousand UAH compared to the previous quarter, at the end of the year there was an increase of 7579502 thousand UAH compared to the third quarter.

The tendency to increase is concentrated in the services provided by private individuals throughout the year, as in the second quarter an increase of UAH 4982622 thousand was detected. compared to the first quarter, in the third quarter there was an increase of 4584892 thousand UAH, and at the end of the year the increase was 7740200 thousand UAH more than in the previous quarter.

The assessment of the planned indicators of financial guarantees of secondary health care is presented in table. 8.

**Table 8 Planned medical warranty th 2020 yr. Given the National Health Service of Ukraine ( in torynna (specialized) and tertiary (highly specialized) medical care)**

Type of guarantees	Amount , UAH million	Relatively
Inpatient secondary (specialized) and tertiary (highly specialized) medical care for adults and children	25208	57.48
Outpatient secondary (specialized) and tertiary (highly specialized) medical care for adults and children, including medical rehabilitation and dental care	6689	15.25
Assistance in priority conditions in the hospital	3876	8.84
Diagnosis and special treatment of cancer in adults and children	2421	5.52
Psychiatric care for adults and children	1782	4.06
Treatment of patients by extracorporeal hemodialysis in an outpatient setting	1685	3.84
Instrumental research for early diagnosis of tumors	978	2.23
Treatment of adults and children with tuberculosis	628	1.43
Pilot project to change the financing system of SMD institutions in Poltava region (Q1 2020)	348	0.79
Diagnosis, treatment and support of people with human immunodeficiency virus	211	0.48
Treatment of people with mental and behavioral disorders due to opioid use with the use of maintenance replacement therapy	26	0.06
Together	43852	100

Thus, among the planned medical guarantees for 2020 set by the National Health Service of Ukraine, the largest share is occupied by guarantees for inpatient secondary (specialized) and tertiary (highly specialized) medical care for adults and children and account for 57.48% of the total structure, following the size outpatient secondary (specialized) and tertiary (highly specialized) medical care for adults and children, including medical rehabilitation and dental care, which accounts for 15.25% of the proportion, care in priority conditions in the hospital is 8.84% of the proportion, diagnosis and special treatment of oncological diseases in adults and children occupies 5.52% of the share, treatment of patients by in vitro hemodialysis is 3.84% of the share, instrumental studies for early diagnosis of tumors account for 2.23% of the proportion, treatment of adults and children with tuberculosis occupies 1.43% of the share , a pilot project to change the system of financing SMD institutions in the Poltava region (I quarter. 2020) is 0.79% of the proportion with the use of drugs for substitution maintenance therapy, which occupies only 0.06% of the total structure.



"The program reimbursement" Available drugs "works from 1 April 2017. Thanks to it, patients with cardiovascular disease, type II diabetes or bronchial asthma can get the medication they need with a prescription from their primary care physician free of charge or at a small surcharge. From April 1, 2019, the reimbursement program was transferred to the administration of the National Health Service of Ukraine and began to work according to new rules: the release of drugs is only by electronic prescriptions. This allows a person to get the medicine they need at any pharmacy that participates in the program, regardless of where the prescription is issued. The budget-oriented program has become patient-oriented. Due to the fact that the only payer under the program was the National Health Insurance Fund, it was possible to avoid funding problems that existed before " [2, p. 26].

Quantitative analysis of prescriptions in terms of sections and regions are presented in table. 9.

**Table 9 Prescriptions for the program "affordable drugs" in terms of regions (2019 yr.)**

Region	Number of e-prescriptions issued		Number of patients dispensed with e-prescription drugs		The average cost of a prescription, UAH	Number of reimbursement agreements	
	To-th	Relatively	To-th	Relatively		To-th	Relatively
Vinnitsia	545313	5.00	78471	4.42	63	63	5.39
Volyn	248431	2.28	49291	2.78	81	16	1.37
Dnepropetrovsk	1255488	11.52	157931	8.90	64	70	5.99
Donetsk	563319	5.17	94234	5.31	86	37	3.17
Zhytomyr	458473	4.21	72353	4.08	61	47	4.02
Transcarpathian	285865	2.62	49283	2.78	78	42	3.59
Zaporozhye	549997	5.05	94075	5.30	86	43	3.68
Ivano-Frankivsk	286167	2.63	57014	3.21	80	52	4.45
Kyiv	403167	3.70	72587	4.09	71	64	5.47
Kirovograd	263765	2.42	40344	2.27	70	25	2.14
Luhansk	196051	1.80	38768	2.18	75	9	0.77
Lviv	682712	6.26	118066	6.65	67	93	7.96
m. Kyiv	579436	5.32	107216	6.04	90	79	6.76
Mykolayivska	374802	3.44	54040	3.04	68	36	3.08
Odessa	450731	4.14	75937	4.28	85	57	4.88
Poltava	447627	4.11	76876	4.33	68	25	2.14
Rivne	268074	2.46	54335	3.06	75	36	3.08
Sumy	333274	3.06	53629	3.02	71	30	2.57
Ternopil	323959	2.97	50532	2.85	58	37	3.17
Kharkiv	855606	7.85	125228	7.05	67	88	7.53
Kherson	267133	2.45	44323	2.50	76	49	4.19
Khmelnitsky	404878	3.71	71995	4.06	64	76	6.50
Cherkasy	345368	3.17	65205	3.67	75	45	3.85
Chernivtsi	208099	1.91	35008	1.97	84	35	2.99
Chernihiv	302165	2.77	47114	2.65	68	15	1.28
Together	10899900	100	1775191	100	73	1169	100



Thus, according to the number of prescriptions and the number of patients who were dispensed with e-prescription drugs among the studied regions, the championship belongs to the Dnipropetrovsk region, as the number of e-prescriptions was more than 1 million. and their share in the overall structure was more than 11% (11.52), the number of patients served who were sold drugs by e-prescription reached about 157931 thousand people and their share was more than 8%, following the number of prescriptions and Kharkiv region has drugs sold to patients with e-prescriptions, as the number of prescriptions was about 855606 thousand. and released more than 125,228,000 patients, their share was over 7%, respectively. In particular, in Donetsk and Zaporizhia oblasts the number of prescriptions was more than 500 thousand and more than 90 thousand people were served, their mass share was more than 5% in the overall structure. In Volyn, Zakarpattia, Mykolaiv, Sumy, Ivano-Frankivsk, Kirovohrad, Rivne, Ternopil, Kherson and Chernihiv regions the number of e-prescriptions was more than 300 thousand prescriptions and more than 40 thousand patients were served, their share was more than 2% in the overall structure, respectively. In Zhytomyr, Odesa, Kyiv, Khmelnytsky and Poltava oblasts, the number of prescriptions issued was more than 400,000 and more than 70,000 patients were discharged on e-prescriptions, with their share accounting for more than 4% of the total structure. In the Lviv region, the number of issued e-prescriptions was about 682,712 thousand units and more than 118066 thousand patients were discharged. The lowest number of prescriptions, more than 200,000 and more than 30,000 patients served, was recorded in Luhansk and Chernivtsi oblasts and their share was over 1% in the overall structure.

Lviv and Kharkiv oblasts have the largest number of reimbursement agreements, as the number of agreements exceeds 80 and the share of these agreements in the overall structure is over 7%. In Vinnytsia, Dnipropetrovsk, and Kyiv oblasts, the number of reimbursement agreements exceeds more than 70, and the mass share in the overall structure is more than 5%. In Donetsk, Zakarpattia, Zaporizhia, Mykolaiv, Rivne, Ternopil, Cherkasy and Chernivtsi oblasts, the number of reimbursements amounted to more than 30 and their mass share was more than 3% of the share. In Zhytomyr, Ivano-Frankivsk, Odesa, and Kherson oblasts, the number of reimbursement agreements was more than 60, and their mass share was more than 4%. In Volyn and Chernihiv oblasts, the number of contracts accounted for only 1% of the share in the overall structure. In Kirovohrad, Poltava and Sumy oblasts, the number of reimbursement agreements has been exceeded. Their mass share was more than 2%. The mass share of less than one percent is concentrated in Luhansk region, as the number of reimbursement agreements was only 9.

Distribution canceled e-prescriptions in 2019 r., By region, Mr. rupamy disease patients gender, age group and implement it are presented in Table. 10.

The distribution of canceled e-prescriptions (table 10) by groups of diseases, by sex of patients, by age groups and by sellers, has the following sequence by region, namely:

1. By groups of diseases:
  - the largest share among the regions is occupied by cardiovascular diseases, their share is over 70%;
  - type II diabetes mellitus occupies more than 14% in the overall structure among the studied regions;
  - bronchial asthma occupies more than 2% in the overall structure among the studied regions.
2. By sex of patients:
  - men for and with over 29% of women over 71% in Donetsk region;
  - men for and with over 30%, women 70% in Luhansk and Dnipropetrovsk regions;

- men for and with over 31%, women 69% in Kharkiv region;
- men for and with over 32% of women over 68% in Zhytomyr, Zaporizhia, Kirovohrad, Mykolaiv, Odessa, Sumy and Chernihiv regions;

**Table 10 Distribution canceled e-prescriptions in 2019 yr.**

Region	By groups of diseases			From the sex of patients		With age groups of patients					By sellers		
	A	B	C	M	W	0-5	6-17	18-39	40-64	65-	K	P	F
Vinnitsia	76.36	20.73	2.91	35	65	0.02	0.12	0.82	37.75	61.29	19	260	33
Volyn	80.30	17.03	2.68	34	66	0.04	0.19	1.21	41.07	57.49	35	150	7
Dnepropetrovsk	79.36	18.37	2.29	30	70	0.02	0.08	0.68	31.15	68.06	94	576	22
Donetsk	80.54	17.21	2.24	29	71	0.02	0.05	0.83	35.03	64.08	16	297	15
Zhytomyr	81.45	15.93	2.62	32	68	0.02	0.10	1.09	39.31	59.49	37	253	22
Transcarpathian	77.27	19.09	3.64	38	62	0.04	0.17	1.51	41.40	56.87	1	136	31
Zaporozhye	80.49	15.80	3.71	32	68	0.04	0.15	0.92	32.38	66.50	25	215	22
Ivano-Frankivsk	73.80	21.41	4.79	37	63	0.10	0.38	1.69	37.24	60.59	7	250	34
Kyiv	76.00	20.77	3.23	34	66	0.06	0.14	1.10	37.63	61.06	39	411	16
Kirovograd	81.11	16.66	2.23	32	68	0.00	0.02	0.73	35.12	64.14	6	162	7
Luhansk	82.44	14.58	2.99	30	70	0.08	0.15	1.32	37.72	60.73	76	65	12
Lviv	78.81	17.61	3.58	36	64	0.07	0.20	1.24	34.36	64.13	10	571	33
m. Kyiv	75.30	20.72	3.98	34	66	0.06	0.14	1.25	29.31	69.25	54	552	1
Mykolayivska	78.33	18.84	2.83	32	68	0.01	0.08	0.98	35.51	63.42	20	153	24
Odessa	76.04	20.18	3.78	32	68	0.02	0.07	0.99	33.91	65.02	26	368	19
Poltava	79.74	17.88	2.38	33	67	0.01	0.07	0.92	36.22	62.78	55	245	25
Rivne	81.26	14.65	4.09	33	67	0.04	0.17	1.49	42.26	56.05	9	222	19
Sumy	78.73	18.89	2.39	32	68	0.03	0.09	0.79	36.27	62.82	3	193	12
Ternopil	79.80	16.85	3.35	38	62	0.02	0.16	1.21	37.74	60.86	24	145	28
Kharkiv	80.79	16.19	3.02	31	69	0.04	0.18	0.68	32.94	66.16	50	546	20
Kherson	83.30	13.79	2.91	33	67	0.03	0.15	0.59	33.95	65.29	6	135	32
Khmelnitsky	79.27	17.08	3.65	34	66	0.02	0.09	1.27	37.60	61.03	26	318	16
Cherkasy	78.19	17.96	3.85	34	66	0.04	0.12	1.11	36.09	62.63	73	144	18
Chernivtsi	79.22	16.79	3.99	37	63	0.09	0.36	1.46	36.66	61.42	16	136	19
Chernihiv	79.76	17.19	3.05	32	68	0.05	0.13	1.06	36.21	62.54	0	173	5
Together	79.03	17.85	3.12	33	67	0.04	0.13	1.01	35.24	63.59	727	6621	492

- men for and with over 33%, women 67% in Poltava, Rivne, Kherson regions;
- men are over and have more than 35%, women 65% in Vinnitsia region;
- men for and with over 36%, women 64% in Lviv region;
- men for and with over 37%, women 63% in Ivano-Frankivsk and Chernivtsi regions;
- men are over and have more than 38%, women 62% in Zakarpattia and Ternopil regions.

3. By age groups of patients:

- from birth to 5 years occupy up to 0.10% of the share among the studied regions;
- from 6 to 17 years occupy up to 0.20% of the share among the studied regions;



- from 18 to 39 years occupy up to 1.49% of the share among the studied regions;
- from 40 to 64 years occupy up to 42.26% of the share among the studied regions;
- from 65 years occupy up to 69.25% of the share among the studied regions;

#### 4. By implementers:

- Zakarpattia, Ivano-Frankivsk, Kirovohrad, Rivne, Lviv and Kherson regions belong to ten e-prescriptions repaid by municipal sellers;
- Vinnytsia, Donetsk and Chernivtsi regions belong to twenty e-prescriptions repaid by municipal sellers;
- more than twenty e-prescriptions repaid by communal sellers belong to Zaporizhia, Mykolaiv, Ternopil and Khmelnytsky regions;
- more than thirty e-prescriptions repaid by municipal sellers belong to Volyn, Zhytomyr and Kyiv regions;
- more than seventy e-prescriptions repaid by municipal sellers belong to Luhansk and Cherkasy regions;
- over ninety e-prescriptions repaid by municipal sellers belong to Dnipropetrovsk region.
- up to one hundred repaid e-prescriptions by private sellers belong to Luhansk region;
- more than one hundred extinguished e-prescriptions by private sellers belong to Volyn, Kirovohrad, Mykolaiv, Sumy, Ternopil, Kherson, Cherkasy, Chernivtsi, Chernihiv regions;
- more than three hundred redeemed e-prescriptions by private sellers belong to Odessa and Khmelnytsky regions;
- more than four hundred redeemed e-prescriptions by private sellers belong to Kyiv region;
- more than five hundred more than two hundred redeemed e-prescriptions by private sellers belong to Dnipropetrovsk, Lviv, Kharkiv regions and Kyiv.
- Volyn, Kirovohrad, Chernihiv regions and the city of Kyiv belong to the ten redeemed e-prescriptions of private individuals;
- more than ten redeemed e-prescriptions of FOP sellers belong to Donetsk, Kyiv, Luhansk, Odesa, Rivne, Sumy, Kharkiv, Khmelnytsky, Cherkasy and Chernivtsi regions;
- more than thirty extinguished e-prescriptions of FOP sellers belong to Vinnytsia, Zakarpattia, Ivano-Frankivsk, Lviv and Kherson regions;
- Dnepropetrovsk, Zhytomyr, Mykolaiv, Poltava, Ternopil and Kharkiv regions belong to more than twenty extinguished e-prescriptions of private individuals.

Thus, we assessed the consequences and results of the implementation of the reform in the health care system. It is worth noting that the studied health care reform had the greatest impact on the population of Ukraine and its suffering before the reform through the conclusion of declarations with family doctors. The reform is most effective in financing health care facilities of all forms of ownership, including private, communal and public. In fact, on the basis of digital material, it is possible to trace the change in the mechanism of financing primary health care, state guarantees and provision of medicines to the population.

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## THE ESSENCE OF THE ADMINISTRATIVE AGREEMENT - ONE OF THE FORMS OF PUBLIC ADMINISTRATION IN UKRAINE

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### ABSTRACT

The relevance of the article is due to the fact that the theory of the administrative agreement is lagging behind the needs of practice. It creates difficulties in the effective use of this significant form of public administration, which is becoming increasingly important, in particular, through the following: the processes of decentralization of public administration and the development of local self-government contribute to the introduction of flexible methods of state regulation of public relations; administrative-contractual regulation can serve as the most acceptable way to overcome the contradictions between public and private interests; with the help of administrative agreements, issues arising in connection with the lack of legal regulation of social relations at the constitutional level can be resolved; administrative agreements are used to implement public-private partnerships. The purpose of the article is to clarify the essence of administrative agreements. In order to achieve this purpose the methods of analysis and synthesis, the method of expert assessments, the comparative method, systemic and historical approaches were used. The main attention is paid to the current official definition of an administrative agreement, the appearance of which was caused by the criticism of the previous official definition, the shortcomings of which were seen, in particular, in the following: it did not take into account the existence of normative administrative agreements, that is, those that relate to sources of law; guided by it, it was very difficult to find out whether a particular agreement was administrative. It is found that an administrative agreement is a two- or multilateral written agreement (contract, protocol, memorandum, etc.), is concluded on the basis and within the provisions of the law and formalizes the will of its parties, one of which is necessarily the bearer of public authority powers; establishes, changes or terminates their mutual rights and obligations in the field of public law relations in order to achieve a socially significant goal, which reflects either exclusively public interests or the balance between them and the private interests of that party (those parties) to the agreement, that is not a carrier (carriers) of public authority.

**Key words:** administrative agreement, public authority, features, party, definitions.

### INTRODUCTION

The modern practice of public administration in our country is characterized by a steady growth in the value of the administrative agreement. This phenomenon is caused by a number of



factors. The main ones are following: 1) the formation of Ukraine as a legal and social state requires qualitative changes in the public administration system, in particular, the refusal to carry out public administration activities with the help of exclusively unilateral authoritative orders and the introduction of contractual forms into the practice of this activity ([cf.: 1, p. 173]); 2) the processes of decentralization of public administration and the development of local self-government contribute to the introduction of flexible methods of state regulation of public relations [2, p. 64]; The use of an administrative agreement provides the public administration with the opportunity to choose the most appropriate method for each specific case to carry out management activities [3]; 4) with the help of an administrative agreement, public administration bodies combine management methods to act in the right direction [3]; 5) an administrative agreement in a certain sense can act as a means of control over the activities of public administration [3]; 6) the responsibility determined by the administrative agreement increases the responsibility of the executive authorities for non-performance of public functions [3]; 7) administrative-contractual regulation can serve as the most acceptable way to overcome the contradictions between public and private interests [4, p. 91]; 8) the use of administrative agreements can help to resolve issues arising in connection with the lack of legal regulation of public relations at the constitutional level [5, p. 90]; 9) administrative agreements are used to implement public-private partnerships [4, p. 95]. However, the domestic theory of an administrative agreement is still lagging behind the needs of practice, creates difficulties in the way of effective use of this significant form of public administration. Hence the relevance of this article.

**Analysis of recent research and publications.** Among the latest studies on the topic of our article, we would first of all single out the work of V.R. Bila [6], N.V. Dobrovolska [7], O.V. Konstantyi [8]. Recognizing the significance of the scientific results obtained in the above and other works, we cannot but state that the issues of theory and practice of administrative-contractual relations in our country require further research.

**Results of the research.** For the first time in Ukrainian legislation, an administrative agreement was defined as a bilateral or multilateral transaction, the content of which is the rights and obligations of the parties arising from the power management functions of the subject of power, which is one of the parties to the transaction [9]. This definition, which was contained in the Code of Administrative Procedure of Ukraine (CAPU) adopted on July 6, 2005, did not receive general support from scientists and practitioners. So, opinions were expressed that it does not take into account the existence of normative administrative agreements, that is, those that relate to sources of law, too broad, and makes it tremendously difficult to establish whether this or that agreement is administrative.

Therefore, it is not surprising that a new official definition of this form of public administration appears, namely: "... an administrative agreement is a joint legal act of subjects of power or a legal act with the participation of a subject of power and another person, based on their will, has the form of a contract, agreement, protocol, memorandum, etc., defines the mutual rights and obligations of its participants in the public law sphere and is concluded on the basis of the law:

- a) to delineate competence or determine the procedure for interaction between the subjects of power;
- b) to delegate public authority management functions;
- c) for the redistribution or consolidation of budgetary funds in cases determined by law;
- d) instead of issuing an individual act;





d) to settle the issues of providing administrative services ... " [10].

According to V.R. Bila, this definition eliminated a number of shortcomings of the previous legislative definition and is "... quite successful, since it has been established that the subject of an administrative agreement may become that part of the competence of a subject of public administration, that does not have a managerial character, for example, the provision of administrative services" [6, p. 255, 286]. According to A.O. Monaienko "... with the adoption of the CAPU in the new edition, the concept of an administrative agreement was significantly improved, and it was also clearly defined what could be the subject of such an agreement" [11].

However, there are assessments of the opposite content. According to O.V. Konstantiy, "... by the adoption in October 2017 of the new edition of the CAP of Ukraine, the legislator transformed the approach to the normative definition of the concept of an administrative agreement, previously it was contained in paragraph 14, part 1 of Art. 3 of this Code, and such a step ... was not completely balanced ", did not contribute to a better understanding of this institution and its equal application by courts in their practice [8, p. 134]. Close to the assessment that highlighted A.V. Konstantiy, there is such a judgment of N.V. Dobrovolska: "... the new definition ... did not solve all the previous problems of the studied category (neither doctrinal, nor applied), gave rise to additional descriptive dilemmas, even changed the general interpretation approach (from " wide "to" narrow ") " [7, p. 29].

According to O.T. Zyma, the new definition of the administrative agreement enshrined in the CAPU "... should be perceived as a rather successful, temporary measure, the application of which was caused by the lack of comprehensive legal regulation of contractual relations in the field of public administration" [12, p. 31].

Taking into account what was said above regarding the current official definition of an administrative agreement, it is logically to consider the features of this agreement enshrined by it. They, as N.V. Dobrovolska demonstrated, are: 1) an ontological feature; 2) subjective; 3) methodological; 4) formal; 5) substantive 6) competence-constituent; 7) thematic [7, p. 29–32].

The ontological feature of an administrative agreement, an indication of which is contained in its new official definition, is that it is a general legal act [7, p. 29]. According to N. Dobrovolska, "such a description ... may give rise to objections, since an administrative agreement is more likely an" agreement "of two or more parties (similar to how contracts are interpreted in civil law) than an imperious command (which implies unilateralism, not" community ") of the eligible subject of the" object "[7, p. 29]. In our opinion, it is difficult to disagree with this view.

As with the opinion of N.V. Dobrovolska and O.V. Konstantiy it is a fact that in this case, the term "legal act" should be taken not as a designation of a form of imperative lawmaking or law enforcement (an expression of the documentary result of these processes), but as aimed at achieving (forming) the agreed will of the parties to an administrative agreement, the corresponding actions of the subject of authority, that is as a dynamic aspect of understanding the concept of "act" [7, p. 29–30; 8, p. 135]. This thought, as N. Dobrovolska states, means that "... the nature of the administrative agreement correlates with the type of legitimate legal facts - a legal act, but in no way can it be identified with an administrative act ..." [7, p. 29].

The above interpretation of the nature of an administrative agreement echoes the list of relationships between this agreement and an administrative act available in the literature. It is about the following: 1) an administrative agreement can be concluded directly on the basis of the norms of current legislation; 2) an administrative agreement can be concluded on the basis of an administrative act of a regulatory nature; 3) an administrative agreement can be concluded on the basis of and for the execution of an individual administrative act; 4) an administrative agreement and



an administrative act can arise simultaneously on the basis of the same management decision; 5) an administrative agreement can serve as the basis for the subsequent adoption of administrative acts, both individual and normative; 6) for the implementation of some management decisions by a state-power subject, at its discretion, either an administrative act or an administrative agreement can be elected [13, p. 74].

As we can see, from the above list follows the doubtfulness of statements like this: "By its nature, an administrative agreement is an administrative act of a subordinate nature, that is adopted within the framework of the law and the competence authorized by the state" [14, p. 274].

The subjective feature of an administrative agreement is its characteristic, which lies in the fact that it consists in the interaction of subjects of power or with the participation of at least one such subject, and therefore, this feature means that one of the parties to this agreement must be a public administration or another bearer of these powers, otherwise the agreement is definitely non-administrative [7, p. 30]. However, the presence of a public administration among the parties to an agreement is not enough to recognize it as an administrative one, since "... an agreement concluded with its participation may have a different nature, the verification of which should be continued by searching for other features of the form under study" [7, p. 30].

The methodological feature of the administrative agreement, reflected in the current edition of CAPU, is that its conclusion by certain entities is based on their will. As N. Dobrovol'ska emphasizes, this is where an agreement characteristic of the essence of all agreements is expressed as a way of developing the content, as a reflection of contractual freedom, as a means of finally separating an administrative agreement from imperatively unilateral administrative or regulatory bylaws [7, p. 30]. At the same time, she noted that the freedom of an administrative agreement is limited and deformed by the public-law nature of relations after all. She also highlighted that it can only occur within the formalized framework of "coordination of will": about freedom to conclude an agreement, freedom to choose a counterparty, freedom to determine the content and form of administrative agreement, freedom to change the agreement [7, p. 30–31].

It seems that N.V. Dobrovol'ska's interpretation of the aforementioned "coordination of will" gives reason to believe that she does not share the opinion available in the literature that one of the administrative agreement feature is its voluntary nature. We do not share this idea and we are guided by such expert assessments:

1) "civil law principles, such as ... the principle of free expression of the will of the parties, are not peculiar to administrative agreements, since the subject of power is limited in choosing a counterparty by a clearly prescribed procedure for preparing and concluding an agreement and may refuse to conclude an agreement solely on the grounds specified by law ... "[15, p. 145];

2) "... in certain legal relations, an administrative agreement may be concluded against the will of one of the parties. So, according to the Law of Ukraine "On State Defense Order", a state agreement for a defense order is an agreement concluded in writing by a state customer on behalf of the state with a contractor in accordance with the approved basic indicators of a defense order, which defines the economic and legal obligations of the parties and the procedure for regulating their economic relations. In Art. 12 of the said law, it is noted that in case of evasion of the performer from concluding a state agreement, such performer is liable in accordance with the law "[16, p. 82];

3) "... for both parties the administrative agreement itself is not a consequence of free initiative, both parties are encouraged to conclude it by certain circumstances arising from the norms of administrative law ..." [17, p. 46];

4) "... from the point of view of volitional content, there are two types of agreements:



agreements created on the basis of the free expression of the will of the parties (essentially civil), and agreements arising from the will of the state, with the obligatory participation of its bodies and under the influence of administrative law influence (administrative agreement) ”[18].

The formal feature of an administrative agreement, fixed in its current legislative definition, is that it has the form of a contract, agreement, protocol, memorandum, and etc. Commenting on this feature, N.V. Dobrovolska, in particular, notes that the presence of a union "etc." indicates an open list of forms of administrative contracts [7, p. 31]. She also points out that although the form of expression of an administrative agreement is an external feature, it is significant from theoretical point of view [7, p. 31]. This is definitely a proper remark. However, perhaps, it was worth mentioning that this feature was not entirely satisfactory reflected in the new official definition of the administrative agreement. Indeed, in the previous official definition and part of the doctrinal definitions of an administrative agreement, it is characterized as a transaction, that testifies to the absence in the theory of this agreement of a clear distinction between the first two positions of the list under discussion.

The substantive feature of the administrative agreement, which is enshrined in its new official definition, is, as N.V. Dobrovolska states, the fact that it determines the mutual rights and obligations of its participants in the public law sphere [7, p. 31]. At the same time, she considers the following to be the key point: “... the subject of the agreement, the powers of the parties stipulated by it should belong to the sphere of public law, the allocation of which is an independent doctrinal task, which in difficult cases of identifying the “ administrative nature ”of agreements, should still be decided on the basis of existing differentiation theories of public and private law ...” [7, p. 31].

However if the indication that the administrative agreement determines the mutual rights and obligations of its participants in the public law sphere sufficiently reflects the substantive feature of this contract? We believe it does not. Therefore, the characteristics of the feature in question should have given an idea of of the administrative agreement purpose. According to V.R. Bila, the presence of the will of the parties to an administrative contract naturally determines the presence of individual interests of its participants. Accordingly, she continues, if the parties to the administrative agreement are the subjects of power, then it is quite logical to consider the satisfaction of public interests as the purpose of the agreement, and “... when legal and natural persons enter into contractual relations with the public administration, the driving force of their actions is primarily private interest ”[6, p. 255]. In her opinion, the formulation that the purpose of the administrative agreement is to achieve socially significant results is a good one [6, p. 255]. However it seems that this wording is not enough hence L.G. Chystokletov was right, indicating in the definition of an administrative agreement, that it is concluded for the implementation of a socially significant goal, which reflects either exclusively public interests or a balance between them and private interests [19, p. 31].

Commenting on the reflection in the new official definition of the administrative agreement of the competence-constituent features of the administrative agreement, namely the indication that it is concluded on the basis of the law, N.V. Dobrovolska notes: “... there is no subtly abstract instrumental permissiveness and the possibility for public administrations to choose the form of implementation (act or agreement) of their own competence on the basis of applied expediency. An administrative act remains the main legal instrument of public administration, an administrative agreement is an exception enshrined in positive law.

Such enshrining: a) occurs at the level of the law (by-law regulation can provide detailing of the form, content or procedure, but the contextual-thematic permissibility of an administrative agreement is decided by an act of higher legal force); b) is carried out predominately by means of



public law with the subsidiary application of private law regulations ... " [7, p. 31–32]. In the same context N.V. Dobrovolska raises the problem of complex legal regulation of administrative agreement conclusions. She supports proposals for the development of a separate Law of Ukraine "On Administrative Agreements" or the inclusion of a group of relevant prescriptions to the future of the administrative-procedural codified act. However, we share L. Chystokletov's point of view, that a more constructive method, which provides for the development of rules for concluding certain types of administrative agreements, since only in this way the problem of the number and diversity of these contracts can be overcome [20, p. 249].

The thematic feature of an administrative agreement, provided for by the current edition of CAPU, forms a list of issues for the solution of which such agreements are concluded [7, p. 32]. It includes five positions. However, the following should be taken into account: "... the definition of the types-cases of the conclusion of administrative agreements in Article 4 of the CAP of Ukraine does not indicate the completeness of their number, therefore the legislator indicates only those types that can be the subject of appeal in administrative courts ..." [6, p. 260]. And O.V. Konstantyi, proposing to fix in paragraph 16 of Part 1 of Art. 4 CAPU another definition, warned that the list of cases of use of the administrative agreement, that he added to this definition, is not exhaustive [8, p. 136]. And this is quite understandable, given the state of the domestic theory of the administrative agreement.

Defining the essence of the administrative agreement, it is necessary to dwell on the issue of its functions. Taking into account the results of consideration of this issue in academic literature, it can be argued that these functions are the following:

1) law enforcement function, which is considered to be the main one. It is aimed at transforming abstract normative structures into concrete legal relations, the implementation of the individualization of legal norms and social relations in a specific managerial situation [21, p. 79];

2) law-making function. It is manifested in the following: "As a result of the process of concluding an administrative agreement, one can name the emergence of legal norms that normalize the activities of not only the parties to the agreement, but all other entities as well, in the course of their activities, in some way connected with the subject of the agreement. Undoubtedly, in the process of concluding an administrative agreement, the parties are guided by the current legislation, since it cannot contradict it. However the development process of the current legislation, carried out as a result of the conclusion of the agreement, also makes it possible to say that the administrative agreement is a source of administrative law of a subordinate nature" [14, p. ... 274];

3) program-coordinating function. It is expressed in the fact that the administrative agreement is not only a kind of program, but also a means of coordinating the behavior of the participants [2, p. 118];

4) structural organizational function. It consists in the improvement of managerial relationships, delineation and fixation of the rights and obligations of the parties, subjects of jurisdiction, powers. An administrative agreement provides a certain stability, transparency, visibility to hierarchical relations, guarantees the protection of a "weaker" subject [21, p. 80];

5) stimulating function. The inclusion of positive incentives (various kinds of benefits, quotas, licenses, subsidies, incentives) in the agreement creates an interest of the parties in socially significant actions, and sometimes it is the conclusion of an administrative agreement that is already a kind of incentive [21, p. 80];

6) information function. It is manifested in the fact that: a) the administrative agreement is a feedback channel, more effective in unilateral-power regulation, since in the case of the latter, the



needs of the managed are often not taken into account, and information at the upper levels of the management hierarchy either does not fall, or falls into truncated form, with distortions [21, p. 81]; b) the administrative agreement serves as a source of information for society, provides it with a clear idea of the policy of public administration [14, p. 274]; c) due to clearly formulated conditions, the administrative agreement contains certain information about the rights and obligations of the parties, which, in the event of a dispute, can be taken into account by the administrative courts for the correct qualification of the relationship between the parties and the adoption of a legal and reasonable decision on this dispute [2, p. 119];

7) protective function. It consists in the establishment of guarantees aimed at the effective fulfillment of the conditions of the administrative agreement, and the application of sanctions for non-compliance with these conditions [2, p. 119];

8) the function of interests coordination: administrative-contractual regulation can serve as the most acceptable way to eliminate contradictions between public and private interests, to ensure a balance of interests within the public administration system [14, p. 273; 21, p. 80];

9) security function. It consists in ensuring the achievement of socially significant results in those areas where direct, command public administration is ineffective or impossible [21, p. 80];

10) function of management democratization: an administrative agreement provides subjects with greater (in comparison with an administrative act) freedom to build their relations at their discretion [21, p. 80];

11) educational function: participation in the process of concluding and executing an administrative agreement contributes to the revival of business and legal activity of subjects; fosters independence of thinking; motivates to study legislation, resolve issues through negotiations, comprehend and defend their interests; encourages to work more flexibly, creatively, proactively [21, p. 80-81].

The functions of the administrative agreement are mutually intertwined and condition each other [21, p. 81].

## CONCLUSIONS

1. An administrative agreement is a two- or multilateral written agreement (contract, protocol, memorandum, etc.), is concluded on the basis and within the provisions of the law and formalizes the will of its parties, one of which is necessarily the bearer of public authority; establishes, changes or terminates their mutual rights and obligations in the field of public law relations in order to achieve a socially significant goal, which reflects either exclusively public interests or the balance between them and the private interests of that party (those parties) to the agreement, that is not a carrier (carriers) of public authority.

2. The functions of the administrative agreement are: 1) law enforcement function; 2) law-making function; 3) program-coordinating function; 4) structural organizational function; 5) stimulating function; 6) information function; 7) protective function; 8) function of interests coordination; 9) security function; 10) function of management democratization; 11) educational function.

3. Today there are no prerequisites for creating an exhaustive list of cases of using administrative agreements.

4. The logical continuation of the analysis carried out in this article should be the consideration of questions about the functions and the classification of administrative agreements.

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## THE ACCOUNTING CHAMBER AS A SUBJECT OF PUBLIC FINANCIAL POLICY IMPLEMENTATION

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### ABSTRACT

Modernization of the public financial management system requires a revision of the institutional aspect of public financial policy. Given the limited national resources, the appropriate control institutions are becoming increasingly important, the central one is Accounting Chamber. In the context of modern general economic trends, the conceptualization of Ukrainian Chamber of Accounts is considered. A new adaptive model is suggested. Its architecture provides a set of interconnected blocks, in particular: "Fundamental basics" block, which includes clusters: "Focus" (segments "Subject", "Objects", "Individuals"), "Ideology" (segments "Goal", "Principles", "Vision", "Mission", "Values"), block "Functional-applied provisions", which includes the following clusters: "Spectrum" (segments "Functions", "Tasks", "Powers"), "Tools" (segments "Directions", "Techniques", "Methods"); block "Organizational provisions", which consists of clusters: "Construction" (segments "Internal", "External"); "Norms" (segments "Legislation", "Recommendations"); "Communications" (Stakeholders segment); "Development" (segments "Tactics", "Strategy"), with elaboration of further characteristics of each of the elements. The introduction of the formed model will increase the efficiency of the Accounting Chamber's profile functional powers, which will contribute to the full implementation of public financial policy.

**Key words:** public financial policy, Accounting Chamber, public financial control (audit), adaptive model.

### INTRODUCTION

Public financial policy is traditionally perceived as: a set of financial measures taken by the government through the financial system; the policy of the administration and government on the use of public financial resources; a set of purposeful governmental measures for the formation and effective usage of financial resources of the country [1, p.94].

However, the comprehensive definition of this concept interprets the latter as a system of pre-defined and approved measures, forms and methods of mobilization, distribution and usage of financial resources by state institutions to perform their functions in accordance with strategic and tactical goals of its economical and social development. In itself the objective financial relations specified in the form of national plans and programs, the administrative decisions arising in the





course of formulation and implementation of strategy of functioning and development of public finances [2, P.31-32]. The institutional aspect of the central position of the regulator of public financial policy in Ukraine is put forward by the Ukrainian Ministry of Finance – the central executive body that ensures the formation and plays a primary role in the implementation of public financial policy [3]. However, there are a number of institutions that are subjects of the implementation of public financial policy, among which the Accounting Chamber of Ukraine occupies an important place.

**Analysis of recent researches and published papers.** The issues of public financial policy at different times were considered by such national economists as V. Alexandrova, V. Andrushchenko, S. Bukovynsky, A. Buryachenko, O. Vasylyk, V. Geets, I. Hrytsyuk, Y. Zaitsev, I. Zapatrina, O. Zvarych, M. Krupka, L. Lysyak, I. Lyutyi, A. Myarkovsky, S. Onyshko, V. Oparin, D. Polozenko, T. Sitash, I. Rodionova, V. Fedosov, A. Chukhno, I. Chugunov, S. Yuri and others. The following national scientists raised the issue of functional and subject-object orientation of Ukrainian Accounting Chamber in their research: I. Drozd, O. Doroshenko, S. Bardash, O. Shevchuk, O. Redko, I. Chumakova, E. Kalyuga, N. Obrushna, N. Fuchs, V. Ulozhenko, I. Chugunov, V. Fedosov, Y. Slobodyanyk, T. Kosova, V. Shevchenko, O. Koycheva, V. Unknown, L. Gutsalenko, V. Pykhotsky, V. Maksimova, I. Stefanyuk, V. Symonenko, L. Chizhevskaya, T. Butynets and others.

The works of these scientists considered the theoretical positions and practical approaches to the formation of public financial policy and public financial control (audit) as a type of activity of the Accounting Chamber. However, studies of the activities of Ukrainian Accounting Chamber as a subject of implementation of public financial policy have remained largely out of the attention of these authors.

**Results of the research.** The substantive essence of the above concept of public financial policy is in some way decisive for the sustainable basic tasks, which include [2, P. 32]: creating conditions for maximizing the amount of public financial resources; implementation of mechanisms of rational distribution and usage of the formed financial resources; ensuring proper regulation, stimulation and control over economic and social processes through the usage of financial methods; formulation, development and support of the functioning of the financial mechanism based on the goals and strategies of public financial policy; establishing an effective public finance management system. The analysis of these tasks in the context of the regulatory powers of such a specific public collegial body, which is the Ukrainian Accounting Chamber, shows the maximum involvement in the implementation of the above tasks [4, 5]. Thus, the Law of Ukraine “On the Accounting Chamber” establishes the purpose – control over the receipt of funds from the Public Budget of Ukraine and their usage – and to achieve its complex functional powers, such as [6]:

- examines the law on the State Budget of Ukraine submitted to the Verkhovna Rada of Ukraine and prepares relevant conclusions;
- performs financial audit and audit of public finance efficiency, as well as prepares relevant conclusions and decisions and sends them for consideration;
- analyzes the main planning and reporting documents on the implementation of State and local budgets, as well as reports of relevant central executive bodies, affecting the implementation of the public budget and the legislature on the functioning of public procurement, as well as implementation of recommendations provided by the Accounting Chamber, as a result,



prepares appropriate conclusions;

- informs the appropriate law enforcement agencies about the identified violations, and also appeals to the court in case of violation by the objects of control of the powers of members of the Accounting Chamber and officials of the Accounting Chamber (including the removal of obstacles to such powers);
- carries out: cooperation with the highest bodies of financial control of other countries, international organizations; methodical and methodological work on issues of public external financial control (audit); providing advanced training of officials of Accounting Chamber;

The significance of the activity of Ukrainian Accounting Chamber, of course, remains beyond doubt and this is evidenced by the Reports of Ukrainian Accounting Chamber submitted to the Verkhovna Rada, according to which more than 15 thousand objects were inspected, more than 2 thousand reports were prepared and approved, for the conclusion of which about 16 thousand control-analytical and expert measures were carried out; more than 12 thousand reports, decisions, acts and letters were sent to the highest bodies of legislative and executive power, institutions, organizations, enterprises for response, compensation of losses and damages caused to the state budget; budget violations, inefficient use of budget funds, as well as violations and shortcomings in the administration of state budget revenues totaling UAH 380 billion were identified. However, the analysis of performance indicators in recent years shows a certain decrease in the rate of object coverage. Such a situation against the background of deteriorating public finances is considered unacceptable, and therefore the actual activities of this supreme audit institution need to be worked out to build a new model with further emphasis and development of new types of control activities.

Based on the generalization and analysis of the existing world models of higher audit bodies, the authors developed an adaptive model of Ukrainian Accounting Chamber, which has such an architecture (Table 1).

**Table 1 Architectonics of a new model of the Ukrainian Accounting Chamber activity**

Block "Basic principles"	Cluster "Focus"	Subject
		Object
		Types
	Cluster "Ideology"	Aim
		Vision
		Mission
Values		
Block "Functional and applied provisions"	Cluster "Spectrum"	Principles
		Functions
		Tasks
	Cluster "Tools"	Powers
		Directions
		Types
Block "Organisational positions"	Cluster "Construction"	Instructional techniques
		External
	Cluster "Norms"	Internal
		Legislation
	Cluster "Communication"	Recommendations
		Stakeholders
Cluster "Development"	Tactics	
	Strategy	



To specify the segment level of the first block of this model, it is proposed: to understand the subject of the Accounting Chamber's information on public funds and other public-owned property (and in some cases – public funds); the purpose of the activity is defined as the implementation of the audit and other powers regarding the receipt of public funds and other public-owned property (and in some cases – public funds) and their use.

Such innovative segments of the cluster "Ideology" as "Vision", "Mission", "Values" are defined accordingly in the Development Strategy of Accounting Chamber; taking into account the identified subject of activity of the specified VOA of Ukraine the following their edition is offered [8]:

- “Vision” – “By 2024, the Accounting Chamber should be: for the country and society – an independent supreme body of state audit in Ukraine, which provides objective expert assessments on the management of ...” public funds and other property located in state property (and in some cases – public funds) “... on the basis of international standards and best world practices; for audit objects – an independent, professional, objective and impartial, open to dialogue auditor and advisor, a model of good governance and exemplary organization; for staff – a reliable employer capable of providing appropriate working conditions, the application of high professional standards and opportunities for professional development;
- for the international community – an independent, professional and non-political institution that, using international auditing standards based on world best practices, provides reliable audit information on the objective state of management of public funds and state property in Ukraine, including funds raised from international partners, as well as makes a practical contribution to the development of external audit in the framework of the International and European organizations of supreme audit institutions (INTOSAI and EUROSAI) and interacts with other SAIs”;
- “Mission” – “to promote the implementation of good governance in Ukraine as a basis for sustainable development of the country and ensuring a dignified life of citizens by conducting an independent external audit ...” and other powers to receive public funds and other public-owned property (and in some cases – public funds) and their usage and “... providing practical recommendations for effective management decisions on their usage by public authorities, as well as reliable, objective information to society and stakeholders”;
- “Values” – “integrity: the activities of the Accounting Chamber are aimed at protecting public interests that prevail over private and departmental ones; public confidence: the Accounting Chamber seeks to be perceived by society as a competent and virtuous defender of its interests, able to promote effectively informed decisions on the management of ...” public funds and other public-owned property (and in some cases – public funds); “... competence and professionalism: the Accounting Chamber adheres to high professional standards, develops the professional staff’s potential, implements the world's best auditing practices and scientifically sound forms of work to achieve higher results in the activities of the institution as a whole; cooperation and team spirit: the Accounting Chamber works for the results as a single team, is open to cooperation, develops effective internal

Based on the processing of International Standards of Audit and theoretical approaches of scientists, the authors formed a set of principles of the Accounting Chamber in the following author's interpretation of innovations [10]: legality, independence, collegiality (activities are based on collegial decisions), systemic related elements that operate in inseparable unity with each other), unity (activities are carried out on the basis of the unity of the system of public authorities),



inclusiveness (activities are carried out taking into account the maximum number of objects of coverage in the context of its subject), objectivity, impartiality, complicity (activities are carried out in the context of global society, its political, economic, environmental and social problems), cooperation (activities in including aimed at establishing communication links with other similar international organizations and other stakeholders), publicity (activities are carried out in order to achieve the public interests of the country, reflects the most important social phenomena and fulfills socially significant demands of society), transparency (the results of activities are a transparent, clear and open information field).

The development of segmental positions of the second block of the adaptive model of the Accounting Chamber allowed to form a composition of functions with the following characteristics: control (control over public funds and other public-owned property (and in some cases – public funds)); information (providing information on the results of the Accounting Chamber's activities on the control of public funds and other public-owned property (and in some cases – public funds)); managerial (based on the implementation of control and information functions to facilitate the adoption of appropriate management decisions); protective (protection of public funds and other public-owned property (and in some cases – public funds)); communication (providing information communication between stakeholders on the subject of the Accounting Chamber); social (strengthening public confidence in the public finance system); state-building (assistance in state building through ensuring effective management of the public finance system, public-owned property, as well as public funds); rule-making (implementation of legislative initiative and rule-making regulatory powers). A set of corresponding tasks was formed for their actual implementation (Table 2).

**Table 2 Tasks of the Accounting Chamber of Ukraine within the selected functions**

Functions	Tasks
control	conducting high-quality independent professional competent control measures on public funds and other state-owned property (and in some cases – public funds)
informational	providing reliable and relevant information directly to the public and other stakeholders
management	ensuring effective management decisions in the field of public finance, public ownership, as well as public funds
protective	promoting the prevention and detection of abuses and overtly criminal actions against public funds and other state-owned property (and in some cases public funds), in order to protect the rights of the state, utilities, legal entities and individuals as taxpayers and contractors, as well as society as a whole
communicative	development of the necessary feedback network between stakeholders to ensure the implementation of basic functions and powers
Social	by fully implementing the control, information, management and protective function through the implementation of the communication function in the context of the implementation of all principles of the Accounting Chamber to ensure the confidence of the national society
State-building	carrying out a set of control measures on public funds and other state-owned property (and in some cases – public funds), in order to increase the efficiency of their use and protection against theft / misappropriation to strengthen the state
normative	development of legislative initiatives and normative legal acts within the framework of the current legislation of Ukraine

Taking into account the global approaches to theory and practice, the authors emphasize the need to expand the powers of the Accounting Chamber in favor of a preliminary audit, strategic



audit, and legislative initiative with the introduction of an updated version of the Ukrainian Law "On the Accounting Chamber" [10]. At the end of the formation of the second block of the adaptive model of the Accounting Chamber, the directions and types of state audit were worked out: taking into account the previous proposals, the directions of state audit were specified, which include: audit of public funds; audit of other state-owned property; audit of public funds; taking into account current development trends and requirements for full-fledged final implementation in the budget process management of the program-target method, the following general-basic classification of types of audit carried out by the Accounting Chamber of Ukraine is proposed: by time of implementation in relation to the subject of research – previous, next, strategic; by subject-object relationship – internal (within the Institute of the Accounting Chamber) and external; by form – legality (compliance) audit, financial audit, efficiency audit.

Research of the third block of the adaptive model of the Accounting Chamber allowed the formation of the following substantive provisions of the first three clusters in terms of relevant segments, in particular: 1) proposed to introduce jurisdictional or judicial model structure audit projects, strengthening the responsibility for the implementation of the conclusions and recommendations of the specified domestic VOA; 2) taking into account the above proposals, it is proposed to master the updated structure of the Accounting Chamber, which provides for the separation of the department of preliminary and strategic audit to separate the departments of the same name, as well as expanding the legal department in favor of the legislative initiative and rulemaking department; 3) the domestic circle of interested parties concerning the activity of the Ukrainian Accounting Chamber in the following composition is identified: the highest representative of the state (President of Ukraine); legislative body (Verkhovna Rada of Ukraine); executive bodies (central – Ministries, services, agencies, inspections, etc. ; separately – the Cabinet of Ministers of Ukraine, the Ministry of Finance of Ukraine, the State Audit Office of Ukraine, the State Treasury Service of Ukraine, the State Tax Service of Ukraine, the State Customs Service of Ukraine, the State Property Fund of Ukraine, State Service for Financial Monitoring of Ukraine; local executive bodies – local state administrations); police; international entities, organizations and countries (EU governments and other countries, UN, IMF, RBRD, etc.); international specialized organizations (INTOSAI); public organizations and public community; People's Deputies; professional self-government organizations and public associations (APU, FPBAU); other legal entities (managers of budget funds, recipients of budget funds, other business entities); mass media; institutions of higher education, etc.; with the provision of appropriate detailed functional characteristics.

The last cluster "Development" of the third block contains segments "Tactics" and "Strategy" which reflect various components of development of activity of Accounting chamber, thus tactics represent the block of concrete current operational tasks, and strategy – the logically connected general plan of actions for rather considerable term. This time can be clearly divided into blocks of tactical tasks [12]. An example of this is the Accounting Chamber Development Strategy for 2019-2024, which includes both a general action plan and a detailed chronologically organized list of measures [8].

## CONCLUSIONS

The formed model is comprehensive, as it takes into account the main important appropriately detailed theoretical, methodological and methodological and organizational positions of the actual and future activities of the Accounting Chamber; its flexible content and fragmentary



content allows, among other things, to identify its adaptability, which will ensure its viability in the future. Its implementation will increase the efficiency of the Ukrainian Accounting Chamber, which, in turn, will strengthen the control function of the public financial management system, and thus help maximize the amount of public financial resources through their rational usage.

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## PROFITABILITY OF ENTERPRISES IN THE SPHERE OF PRODUCTION: ANALYTICAL ASPECT

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### ABSTRACT

On the basis of a systematic approach, using both general scientific methods and methods of grouping, abstraction, generalization, a study of the effectiveness of enterprises in the field of production was conducted. The criterion of efficiency is the increase of the useful result (effect) per unit cost. The main indicator of efficiency is the return on advanced capital. The study was conducted in the dynamics of 2013-2018 in terms of three groups of enterprises: agricultural, forestry and fisheries, industrial enterprises and construction enterprises. To neutralize the impact of the scale factor, the calculations were performed separately in large, medium and small enterprises. It is established that the efficiency of enterprises differs significantly in terms of industries. The level of efficiency depends on the size and structure of advanced capital. However, in each branch of production this dependence has a different content. Taking into account the environment of the production enterprises functioning and the research results the measures to increase management efficiency are offered.

**Key words:** enterprise; income; advanced capital; structure; pay; fixed assets; stocks; yield.

### INTRODUCTION

The well-being and security of the population of any country depend on the functioning of its economy, namely the balanced development of all industries. The latter is a consequence of the influence of a complex of factors of the internal and external country environment and, at the same time, evidence of the effective and efficient functioning of small, medium and large businesses. In this context the activity of enterprises in the field of production, which forms the basis for the development of enterprises in other sectors of the economy, rightly occupies one of the key positions in national and regional economic development programs.

At the same time, the practical reality of doing business in Ukraine indicates low efficiency of the subjects of production. In some of its branches, enterprises are not able to recoup the costs incurred in the process, as a result of which they are forced to focus their attention not on development opportunities, but on the means of "survival". The available resource potential (personnel, logistical, technological, etc.) of such economic entities is not used properly, but in fact gradually regresses: human capital migrates to other, more profitable areas of the economy or abroad; material and technical resources do not have a proper recovery and are significantly inferior to their counterparts in foreign producers; advanced technological solutions are not fully implemented due to lack of resources and relevant competencies of existing staff.

Thus, the study of problems and the search for possible solutions to improve the efficiency of enterprises in the field of production remains relevant. Only on this basis the restoration of the



potential and development of these economic entities, the effectiveness of both this and other areas of the national economy can be supplied.

**Analysis of recent research and publications.** The study of the problems of efficiency of enterprises in the field of production is widely covered in the scientific works of scientists [1, 2, 5, 6, 9-14]. However, the high dynamics of conditions and environmental factors of these enterprises, the complexity and versatility of the problem of improving the efficiency of their operation, necessitate the continuation of research in this area.

To develop and implement effective strategic and tactical decisions for the development of enterprises in the field of production on the basis of improving the economic efficiency of their management, it is necessary to determine the patterns of efficiency change, key factors of its growth in the current business environment.

**Results of the research.** Achieving this goal involves determining the research method, criteria and appropriate system of indicators - performance indicators. A method is a system of ideas, principles, rules and techniques used to study the phenomena of objective reality in order to increase knowledge and bring them to new frontiers [7]. In the process of studying the economic efficiency of enterprises in the field of production, an approach is applied according to which efficiency is a holistic system and at the same time an element of the system of a higher degree of organization. The main principles of the study were: the principle of connection, according to which it was taken into account that all phenomena of objective reality are in connections, through the study of which it is possible to know the properties of phenomena; the principle of development according to which - all phenomena are in constant motion, change and development.

In determining the patterns of efficiency changes took into account the influence of various factors, but focused on the most significant among them. The course of the research was from specific facts of objective reality to theoretical generalizations, and from them to specific knowledge in the form of suggestions and recommendations.

The main methods of research were: deduction and induction, analysis and synthesis, grouping, comparison, abstraction, generalization and convergence from the abstract to the concrete.

As a criterion of economic efficiency, the provision is used that the increase in the efficiency of enterprises in the sphere of production is achieved through an increase in the useful result (effect) of their activities per unit cost.

The main indicator of efficiency is the return on advanced capital, which is determined by the ratio of net income from sales of products (works, services) to the amount of advanced capital of the enterprise.

The latter is defined as the arithmetic sum of the following three indicators:

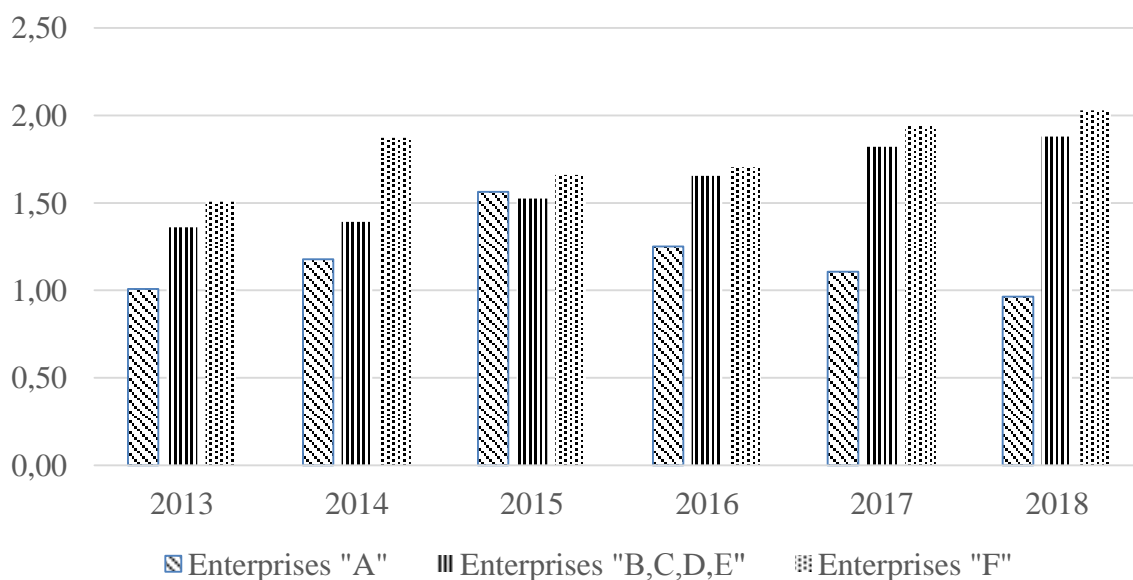
- advanced payroll;
- residual value of fixed assets and intangible assets;
- the value of working capital (inventories).

The study was conducted on the basis of enterprises in the field of production, which according to the National Classification of Ukraine include: enterprises of agriculture, forestry and fisheries, mining and quarrying, processing industry, electricity, gas, steam and air conditioning, enterprises water supply, sewerage and waste management and construction companies [8]. To systematize the results of the study of the enterprise in the field of production on a functional basis are divided into three groups:



- 1) enterprises of agriculture, forestry and fisheries - enterprise "A";
- 2) industrial enterprises - enterprises "B, C, D, E";
- 3) construction enterprises - enterprises "F".

The results of the study shows that for the period 2013-2018 the return on advanced capital of enterprises in the production sector differs significantly by groups: in agricultural, forestry and fisheries enterprises the yield is the lowest (UAH 0.96 in 2018) and is characterized by a downward trend - the average annual decrease in the performance indicator is UAH 0.02; in industrial enterprises, profitability is approaching the average value in the manufacturing sector (UAH 1.88 in 2018) and has a tendency to increase - the average annual increase in performance is UAH 0.11; in construction enterprises, the yield is the highest (UAH 2.03 in 2018) and the average annual increase in performance is UAH 0.08 (Figure 1).



**Figure 1. Dynamics of return on advanced capital of enterprises in the sphere of production, UAH. Source: formed by the author according to the State Statistics Service of Ukraine [4].**

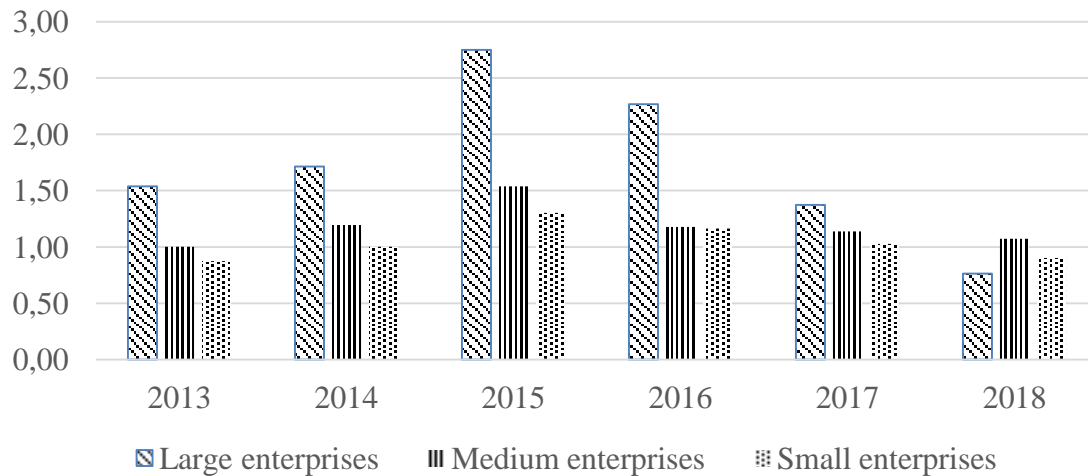
The corresponding trend of change in profitability in agricultural, forestry and fisheries enterprises is a consequence of exceeding the growth rate of their advanced capital over the growth rate of net income from sales of products (works, services): in general for the study period growth of income from sales of products (works, services) - 3.26.

In industrial enterprises and construction enterprises, the situation is qualitatively different: in the former, the growth rate of income from sales of products (works, services) exceeds the growth rate of advanced capital by 0.61 and is 2.21; in the second - the growth rate of income from sales of products (works, services) is higher than the growth rate of advanced capital by 0.55 and is 2.15.

This leads to the conclusion that despite the existing trends in economic efficiency, producers are still trying to increase their own production capacity.

To determine the reasons that led to the appropriate level of profitability in the enterprises of the manufacturing sector, further research was conducted in the context of individual groups of enterprises, which allowed to take into account the specific features of doing business in each group.

In addition, to neutralize the impact of the scale factor, the calculations were performed separately in large, medium and small enterprises (Figure 2).



**Figure 2. Dynamics of return on advanced capital of agricultural, forestry and fisheries enterprises, UAH. Source: formed by the author according to the State Statistics Service of Ukraine [3].**

From the data of figure 2 shows that for the period 2013-2018 in the group of agricultural, forestry and fisheries enterprises the highest profitability is in large enterprises (except for 2018), and the lowest - in small enterprises. As for the trends of change in the performance indicator, it is: in large enterprises it has a reduction vector - the average annual decrease in profitability is 0.15 UAH; in medium and small enterprises - the trend line is almost horizontal, ie the average annual change in profitability is approaching 0 UAH.

The corresponding trend of change in profitability in large enterprises is a consequence of a significant increase in the value of their advanced capital - 4.72 times during the study period with an increase in income from sales of products (works, services) only 2.34 times. For comparison, in medium and small enterprises the amount of advanced capital increased by 2.86 times and 3.93 times, respectively.

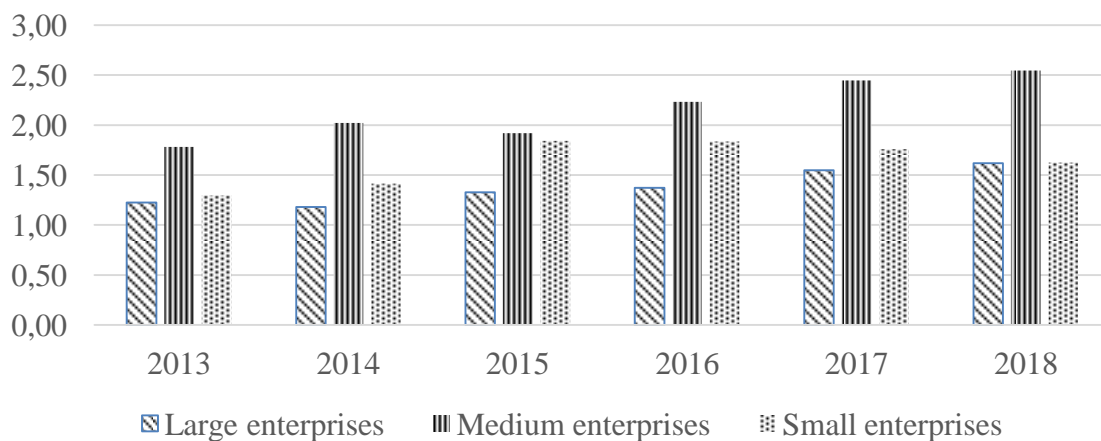
Thus, there is a certain pattern of formation of the return on advanced capital in the group of enterprises of agriculture, forestry and fisheries - the level of profitability is directly dependent on the amount of advanced capital.

However, since the level of profitability in large enterprises of agriculture, forestry and fisheries still tends to decrease with a clear tendency to increase the amount of advanced capital, a study of the structure of advanced capital of these enterprises. In 2018, in the structure of advanced capital of large enterprises, the share of fixed assets and intangible assets amounted to 71.6% or increased by 18.8 points compared to 2013, the share of inventories - 26.5% or decreased by 16.8 points compared to since 2013, the share of the advanced wage fund - only 1.9% or decreased by 2.0 points compared to 2013. It follows that the negative trend of changes in profitability in large enterprises is a consequence of the imbalance in the structure of their advanced capital.

Having studied the structure of advanced capital in small and medium-sized enterprises, in which there is no negative trend of profitability, we offer large producers of agriculture, forestry and

fisheries to review the structure of available advanced capital to increase the share of advanced payroll and inventory. As for medium and small producers, it is advisable for them to increase the total amount of advanced capital and increase the share of fixed assets and intangible assets.

In the group of industrial enterprises, the highest profitability is observed in medium-sized enterprises, and the lowest - in large enterprises. As for the trends of change in the performance indicator, it is: in large enterprises it has the character of growth - the average annual increase in profitability is 0.09 UAH; in medium-sized enterprises the tendency of change of the effective indicator is similar - the average annual growth of profitability makes 0,15 UAH (the highest value on group); in small enterprises, the trend of changing profitability is also positive - the average annual growth rate is 0.08 UAH (Figure 3).



**Figure 3. Dynamics of return on advanced capital of industrial enterprises, UAH. Source: formed by the author according to the State Statistics Service of Ukraine [3].**

The corresponding trend of change in profitability in medium-sized enterprises is a consequence of a moderate increase in the value of their advanced capital - 1.86 times during the study period with an increase in income from sales of products (works, services) by 3.05 times. For comparison, in large and small enterprises the amount of advanced capital increased by 1.45 times and 2.35 times, respectively.

Thus, it is concluded that the level of return on advanced capital in the group of industrial enterprises depends on the extent to which the amount of advanced capital is optimal under the existing conditions of doing business.

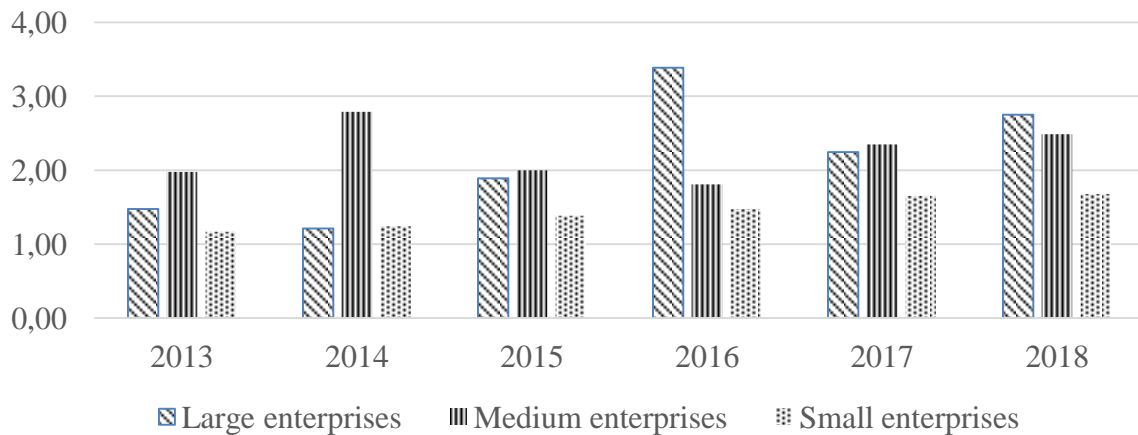
Taking into account that the level of profitability in medium-sized industrial enterprises has the best tendency to change, a study of the structure of their advanced capital is carried out. In 2018, in the structure of advanced capital of medium-sized industrial enterprises, the share of fixed assets and intangible assets amounted to 56.9% or decreased by 9.6 points compared to 2013, the share of inventories - 36.6% or increased by 8, 2 points compared to 2013, the share of the advanced wage fund - 6.5% or increased by 1.5 points compared to 2013. It means that the positive trend of change in profitability in medium-sized industrial enterprises is a consequence of optimizing the structure of their advanced capital.

Having studied the structure of advanced capital in large and small industrial enterprises, which also have a positive trend of change in profitability, but the level of the latter is much lower,



we propose to these producers to review the structure of their advanced capital. In particular, large producers should increase the share of the advanced wage fund and the share of stocks, small producers - to increase the share of the advanced wage fund.

In construction enterprises, the highest return on advanced capital in 2013-2015 is observed in medium-sized enterprises, in 2016-2018 - in large enterprises. As for the trends in the performance indicator, in: in large enterprises it has the character of growth - the average annual increase in profitability is 0.31 UAH (the highest value in the group); in small enterprises the tendency of change of profitability is also positive - the average annual growth of the indicator makes 0,11 UAH; in medium-sized enterprises, the trend line is almost horizontal - the average annual change in profitability is only UAH 0.02 (Fig. 4).



**Figure 4. Dynamics of return on advanced capital of construction enterprises, UAH.**  
Source: formed by the author according to the State Statistics Service of Ukraine [3].

The corresponding trend of change in profitability in large construction enterprises is a consequence of optimizing the value of their advanced capital - in general, during the study period it decreased by 35% with an increase in income from sales of products (works, services) by 1.22 times. For comparison, in medium and small enterprises the amount of advanced capital increased by 1.57 times and 1.82 times, respectively, with an increase in income from sales of products (works, services), respectively, 1.97 times and 2.62 times.

Thus, it is concluded that the level of return on advanced capital in the group of construction companies, as well as in industrial enterprises, depends on the extent to which the amount of advanced capital is optimal in the existing business environment.

Taking into account that the level of profitability in large construction companies has the best tendency to change, the structure of their advanced capital is studied. In 2018, in the structure of advanced capital of large enterprises, the share of fixed assets and intangible assets amounted to 15.6% or increased by 5.9 points compared to 2013, the share of inventories - 79.3% or decreased by 5.7 points compared to since 2013, the share of the advanced wage fund - 5.1% or decreased by 0.2 points against 2013. It follows that the positive trend of changing profitability in large construction companies is a consequence of optimizing the structure of their advanced capital.

Having studied the structure of advanced capital in small construction enterprises, which also have a positive trend of changing profitability, but the level of the latter is much lower, we propose to these producers to increase the share of advanced wage fund.



As for medium-sized construction companies, to ensure a positive dynamics of the return on their advanced capital, we propose to optimize the share of advanced payroll and the share of inventories.

## CONCLUSIONS

The development of domestic economic entities will be possible on the basis of ensuring the growth of efficiency of their activities. The results of the study of the return on advanced capital of enterprises in the manufacturing sector show that the value of the performance indicator in terms of industries in this area differ significantly: the highest return is observed in construction, the lowest - in agriculture, forestry and fisheries.

The level of return depends on the size and structure of advanced capital. However, in each branch of production this dependence has a different content: in agricultural, forestry and fisheries enterprises the level of profitability is directly dependent on the amount of advanced capital; in industrial and construction enterprises, the level of profitability depends on how optimal the amount of advanced capital is under the existing conditions of doing business. The structure of advanced capital should take full account of the specifics of the enterprise and the existing conditions and factors of production.

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## THE PHENOMENON OF CHARISMATIC LEADERSHIP IN THE CONTEXT OF PUBLIC MANAGEMENT

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### ABSTRACT

The article identifies the phenomenon of charismatic leadership in the context of public administration. The main provisions of the main approaches to the definition of charismatic leadership in the context of public administration are highlighted. It is determined that the main conditions for the emergence of a charismatic leader are crisis situations and phenomena and critical periods of development of society, team, organization and so on. Negative and positive historical examples of the use of charismatic leadership are given. The qualities of a charismatic leader in the field of public administration are noted, which reflects his need for power. The essence of the relationship between the charismatic leader-leader and his subordinates-followers is revealed. Technological techniques used to develop pseudo-charismatic qualities in public figures are presented. Promising ways of further research on charismatic leadership in the context of public administration in modern Ukraine are identified.

**Key words:** public administration, the phenomenon of charismatic leadership, corporate culture, leadership qualities.

### INTRODUCTION

Today, the Ukrainian state is in the process of exacerbation of epidemiological, social, economic, globalization crisis processes, which ultimately leads to an exacerbation of the general socio-political situation in the country. One of the multi-component components of solving the above problems is the presence and constructive activity of charismatic leaders endowed with specific traits and abilities in the field of public administration, who can offer extraordinary and effective ways to overcome crises, consolidate and lead society. This is due to the significant current growth of interest of society in general, and scientists in particular, to the arch-complex phenomenon - "charismatic leadership". In this regard, it is important today to define the phenomenon of charismatic leadership in the context of public administration, in order to improve the current state of development of the Ukrainian state, characterized by the above complex and contradictory processes.

The aim of the article is to define the phenomenon of charismatic leadership in the context of public administration. To achieve this goal, the following research objectives are set: to highlight the main provisions of the main approaches to the definition of charismatic leadership in the context of public administration; identify promising ways for further research on charismatic leadership in the context of public administration in modern Ukraine.

**Analysis of recent researches and published papers.** Within the framework of our work, our analysis of research and publications [1-13] testifies to the multifaceted phenomenon of



charismatic leadership, which is considered by scientists not narrowly, but in particular from the standpoint of philosophy, sociology, psychology and more.

Thus, the works of such researchers as S. Kaspe [1], N. Freik [2] are devoted to the analysis of the basic concepts of political charisma; sociological concepts - M. Weber [3-5], R. Itwell [6]; socio-philosophical - G. Starovoitova [7], D. Trunov [8]. Partially charismatic leadership in the field of public administration was considered by I. Panteleychuk [9], O. Nestulya, S. Nestulya [10].

Paying tribute to the works of these authors, it should be noted that the definition of the phenomenon of charismatic leadership in the context of public administration has not been the subject of extensive special research. Thus, it retains its relevance and needs new scientific developments in terms of substantiation of theoretical principles.

**Results of the research.** In certain respects, the German sociologist was the first to begin the scientific study of the phenomenon of charismatic leadership and charismatic management.

M. Weber. It was he who introduced the concept of "charisma", which is now variable, into scientific circulation in connection with the development of his concept of three types of power: legal-rationalist, traditional and charismatic. The most controversial is the charismatic type of government, with such categories as "charisma" and "charismatic leadership."

In the work "Economy and Society" M. Weber points out that the concept of "charisma" in accordance with the etymological meaning of the word, is a certain extraordinary ability, a qualitative characteristic of man, through which the individual is assessed as gifted supernatural, superhuman, or special forces. inaccessible to others, due to which the individual is considered a leader "[5].

The scientist developed a classification of types of leaders, to which he introduced the concept of "charismatic leadership". In his view, charismatic leadership has its roots in traditional society. Leaders with charismatic qualities most often appear in developing countries because the charismatic expectations of the population are much higher than in developed countries. The researcher emphasizes that leaders of this type usually appear in "troubled times", in critical periods of society [9].

Proponents of the messianic paradigm, R. Itwell and T. Pappas, hold a similar view, noting that crisis conditions cause people to be insecure and fear for the future. Under such circumstances, people are collectively and voluntarily willing to submit to the power of a charismatic leader who, in comparison with them, demonstrates confidence and determination. At this time, people are acutely aware of the need for a charismatic leader who could rise above corporate group interests, consolidate and offer a way out of the crisis.

D. Eberbach, combining in his concept of charisma and the theory of devotion J. Bowley, argues that in a crisis situation, followers receive "charismatic trauma." As a result, they become deindividualized and strengthen their family attachment to the leader - charismatic love for one person. That is, the charismatic leader gives power and the right to use the directive style of the crisis situation [11, p. 112-113].

In this context, some researchers attach a negative connotation to the concept of charisma, arguing that charismatic leadership is particularly characteristic of totalitarian or authoritarian political regimes. As the history of the twentieth century shows, almost all totalitarian regimes relied on the charismatic type of political leader (Lenin, Stalin, Hitler, Tito, Kim Il Sung, etc.). In addition, this type causes a cult of personality - an extreme, overestimation of the functions and role of a political leader in history, which arises from the excessive concentration of political, economic and social power in the hands of a person, as well as rigid dependence of subordinates, and from the





commitment of management. Combined with constant totalitarian ideological propaganda, this situation, reflected in the mass consciousness, gives rise to people's faith in the extraordinary abilities of the ruler, fear and slavish obedience. But, at the same time, according to M. Weber, a charismatic leader in times of crisis in the development of society is able to become a generator of its revolutionary renewal [3].

From another point of view, world practice shows the presence of charismatic qualities in political leaders who clearly do not claim to eliminate democratic systems in their countries. Examples of such leaders include M. Thatcher, S. de Gaulle, F. Roosevelt, W. Churchill,

K. Adenauer. These prominent politicians, no doubt, possessed a high degree of perseverance, the ability to find the right solution in a difficult situation, maximum determination, and "iron will" [9].

In this regard, charismatic leadership is seen as a managerial ability to force ordinary people to behave extraordinarily in an extreme situation [4].

Summarizing the above, we summarize: to a greater extent the emergence of charismatic leadership, and as a consequence, charismatic management contributes to the presence of crises and critical periods, but the lack of extreme conditions does not preclude the emergence of charismatic leaders associated in the collective consciousness. lead and achieve corporate goals.

Using the method of observation, it should be noted that almost every person in the field of public administration, especially high-ranking, would like to have a charismatic popularity. But, at the same time, not every one of them has pronounced charismatic qualities. Researchers A. Gutsal and

S. Nedbaevsky states the fact that charisma is one of the most important aspects of political leadership and public administration, which is characterized by active manifestation and demonstration of energy that can "awaken" the archetype [12].

K. Jung believes that the acmeological characteristics of the leader's personality implies the presence of such qualities as intuition, will, self-confidence, activity and purposefulness, ability to psychological infection (personal magnetism), emotional and volitional stability, psychological security, reflectivity, creativity, prognosis, which may become apparent due to external manifestations [9]. The personal qualities of a charismatic leader in the field of public administration reflect his need for power. Being extraordinary, morally stable and strong, charismatic leaders in their management skillfully risk not only their own reputation, but also the status of the organization itself. In this regard, to the qualities proposed by K. Jung we add the following: energy (among subordinates there is a feeling that the leader radiates and quotes his energy on them), stigmatism (the presence of visible signs by which the leader is unmistakably identified), sociability, public speaking skills, adequate self-perception.

Well-known historical facts convincingly show that if a person in the field of public administration is not endowed with charisma, he has less positive managerial influence on the team, in contrast to the charismatic leader, whose managerial influence is characterized by greater stability and duration. In this regard, the power of charisma and its influence are widely used in modern public administration practice.

Most managerial researchers are convinced that charisma should be seen as an interaction or a special type of relationship between a charismatic leader and his followers.

The American researcher R. House developed a theory of charismatic leadership, which is based on an interactive approach and emphasizes that charisma is associated with a special type of relationship between leader and followers.



In matters of the relationship between leader and followers, the behavior of a charismatic leader involves first and foremost managing their impressions. This means that the leader acts in such a way as to give the followers the impression of their competence, professionalism, and so on. The latter believe in it, trust the leader and follow him [13, p. 129].

In order to identify the factors influencing charismatic leaders on subordinates and motivating factors for extraordinary actions, researchers such as R. Jose, B. Shamir developed the "I-concept of charismatic leadership", in which it is interpreted not so much as dualistic (influence of one person on another), how much as a collective process.

It is based on the tendency of employees to identify with the group and appreciate belonging to it. A charismatic leader enhances such social identification by associating the respective perceptions and values of each with group values and collective identity. Clear group identification means that a group member puts group interests above individual ones and is willing to sacrifice them. This, in turn, strengthens the collective values and norms of behavior [13, p. 136].

Based on the research of O. Nestuli and S. Nestuli [10], we note that in turn, such foreign researchers as B. Avolio and W. Gardner in their works consider charisma from the standpoint of behavioral aspect, because such relationships involve the presence of a leader with charismatic qualities (discussed above) and subordinates capable of accepting such qualities. Having qualities that help the leader to influence subordinates, embodying the deep values of team members, charismatic leaders achieve their identification - awareness of subordinates themselves as followers of the charismatic leader.

In order to develop pseudo-charismatic qualities in public figures, various technological techniques are used, among which are such as: "extreme readiness", "memorable performance", "ideology of salvation", "renewal", "demonstrative independence", "Effective utilization of failures", "come from the side", "differ from others", "surprise supporters", "defeat enemies", "invent a ritual", etc. [9]. It is worth noting that the use of modern technology allows you to replace the natural charisma with artificial. Thus, in the study of charisma, especially in political science, political sociology, behavioral and attributive approaches began to dominate. The conclusions of many scientists were quite radical.

K. Lowenstein believed that in a rational world for charisma, which "grows out of faith", there is simply no place. R. Glassman writes about "fabricated charisma", and

J. Bensman and J. Gaivant - about "pseudo-charisma", which are "masks" worn by the bureaucracy on the leader, who does not have charismatic qualities [2, p. 4-5]. Questions about the origins of charisma are still debated among scholars today.

The current state of development of the Ukrainian state, characterized by complex and contradictory processes, further determines the socio-scientific interest in such multifaceted phenomena as "charisma" and "charismatic leadership" in the context of public administration.

## CONCLUSIONS

In today's globalizing and technological world, highly developed public administration is characterized by high standards of quality and high competence of system employees. Modern researchers are well aware of the need to introduce into the system of public authorities high standards of corporate culture, the task of ensuring the existence of which rests with the leader-leader. This determines the scientific interest in the study of the essence of such phenomena as leadership, charisma, and ultimately - charismatic leadership.



Charismatic leadership in the context of public administration is a multi-vector and multi-faceted phenomenon. Appropriate soil is required for its appearance. It consists of at least a triad of components: object (charismatic leader-leader), subject (subordinates-followers who perceive these charismatic qualities, and who have solidarity with the leader and internalization of their vision and values) and circumstances, in which the charismatic qualities of a leader can be realized, and at the same time can be perceived by others. These components are variable, and therefore the degree of influence of the charismatic leader-leader on subordinates-followers is seen as variable.

The phenomenon of charismatic leadership in the context of public administration is the ability of: charismatic leader-leader to manage directly and indirectly; achieve corporate goals faster; easier perception of innovations and reform changes; creating a favorable and comfortable working environment (provided constructive charismatic leadership, not "destructively narcissistic").

Based on the objectives of the study, we note the following:

1. The main theoretical provisions of the main approaches to the definition of charismatic leadership in the context of public administration enable the heads of public authorities to understand the level of dependence of public performance on them as formal and informal leaders.

These provisions are designed to intensify the work of leaders to improve their self-education and self-development, build a unifying corporate culture, cultivate the qualities of a charismatic leader and use modern technologies to build charisma.

2. In our opinion, many variable interpretations of such concepts as "charisma" and "charismatic leadership", the sources of charisma - natural or artificial - among modern scientists can not be categorically unambiguous and one-order, and therefore lay the groundwork for further research.

Within this topic, it is important to identify promising ways for further research on charismatic leadership in the context of public administration in modern Ukraine, namely:

- description of the complex mechanism of charismatic leadership in public administration;
- offering innovative ways to show charisma in the field of public administration;
- improvement of technologies for developing charismatic traits in heads of public authorities;
- development of new mechanisms for the formation of charismatic influence of the leader-leader on subordinates-followers in the field of public administration;
- determination of the most effective modern tools for achieving corporate goals by a charismatic leader-leader;
- development of mechanisms for adoption and implementation of foreign experience in introducing the competencies of a charismatic leader-leader in the field of public administration of modern Ukraine.

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## ANALYSIS OF THE RESTAURANT BUSINESS MARKET IN UKRAINE

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### ABSTRACT

Restaurant business market in Ukraine is one of the most dynamic markets and that is why many scholars show great interest towards it. However, it is almost impossible to find complete information on the state of its development at the moment, due to the rapid pace of market changes and features of the restaurant business. Thus, in our article we examined the number of restaurants in the regions of Ukraine and analyzed the level of saturation of the establishments of each region separately. The structure of the restaurant business enterprises in dynamics was determined. We have published the results of our study to identify key factors influencing the level of consumer spending in restaurants. They noted the difference between the terms "restaurant establishment" and "restaurant business", which is of great importance when analyzing the statistics of the restaurant services market.

**Key word:** restaurant business (RB), entrepreneur, legal entity, small business, microenterprises.

### INTRODUCTION

The purpose of the study is to identify the true state of development of the restaurant business market of Ukraine for its further improvement and factors analysis affecting the level of spending by consumers in restaurants. The hypothesis of the study is that the level of saturation of the city restaurant business influences the frequency of their visit to consumers.

**Analysis of recent researches and published papers.** Such well-known scientists as H. Pyatnytska, S. Melnychenko, L. Hirnyak, V. Naydyak, V. Hrpsul, T. Ivanova, S. Kovalchur etc. devoted their research to solving the problems of forming a customer-oriented service as the main competitive advantage of restaurant enterprises. Separate developments on thorough analysis, taking into account the features of the restaurant business, were made by V. Arkhipov, N. Akhmedova, V. Brodina. However, the permanence of innovative changes highlights the need for continuity in their analysis and assessment of the impact on the development of the restaurant industry in Ukraine. All the above determined the direction of this research and proves the relevance of the chosen topic.

**Results of the research.** The modern restaurant business in Ukraine is relatively young, especially when compared to other countries. It has only started to develop since the 90s, and some scholars in this field believe that the development period is still ongoing. But over the past 30 years, many factors have changed. Obviously in the 1990s new establishments of the restaurant business began to be actively created, but by 2009 their number was constantly decreasing. Of course, there were new ones, but there were more that stopped their activity. Only in 2009-2011 the market stabilized somehow. The new surge in activation was due to 2012, due to holding the Euro-2012 Olympics with further decline, although not significant, especially taking into account political



situation in the country.

The decline in purchasing power of Ukrainians in 2015 caused the closure of about 1,500 restaurants and cafes (excluding uncontrolled territories) across Ukraine. It should be noted that the economic crisis could not be overcome by institutions that operated on the edge of profitability and leased premises.

The new surge is due for 2018-2021, but, according to the forecasts of professionals, a new wave of establishments liquidation will start from 2022, as the supply will significantly exceed the demand.

Despite the crisis in the development of the restaurant business, it has been constantly changing, developing and improving. The changes touched all the components: ownership, organizational structure, overall and qualitative changes in the technology of cooking and dishes design, management (franchise, network of establishments), finance, marketing (additional services, promotions) and nutrition trends (more attention to healthy eating, diet food, vegetarian cuisine, ethnic cuisine, local or molecular cuisines, etc.).

The changes have led to increase in demand for gastronomic services in Ukraine. As of 01.11.2019, 57712 restaurants (RBs) were registered in Ukraine (Table 1), the largest number are private establishments (98.3%). There are 52.2% that are occupied by restaurants, cafes and bars, almost 21% of the market is occupied by fast food establishments (fast food), 7.3% by pubs and night clubs, 23.6% by catering establishments, 3.9% by catering establishments at hotels and 20.3 by catering establishments at gas stations in the structure of restaurants business establishments.

**Table 1 Structure of restaurant business establishments in Ukraine as of 01.11.2019**

№	Establishment type	Quantity (units)	%
1	2	3	4
1.	Restaurants, café, bars	11526	52,2
2.	Fast food establishments	10022	20,9
3.	Pubs and night clubs	3508	7,3
4.	Catering services establishments	11040	23,6
5.	Catering facilities at hotels	1872	3,9
6.	Catering facilities at gas/oil stations	9744	20,3
	Together	57712	100

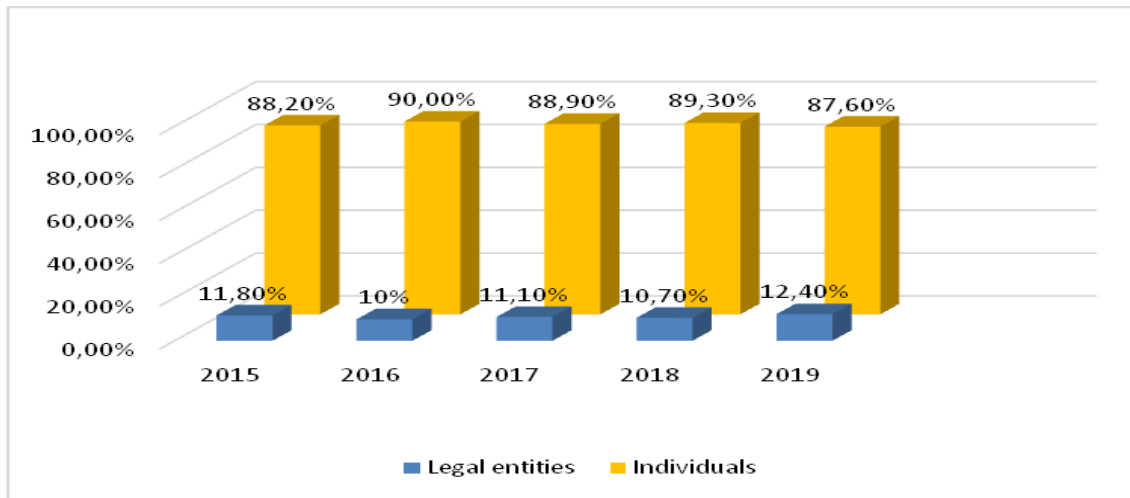
**Source: Created by author on the basis of data analysis by the State Statistics Service, Pro-Consulting**

It should be noted that these are “restaurant establishments” and not “restaurant enterprises”, since almost 90% of restaurant establishments are registered as entrepreneurs, and only slightly more, approximately 10% are registered as corporate (legal entities). Since the beginning of market restructuring in Ukraine, the share of natural persons-entrepreneurs in the total number of economic entities of the RB of Ukraine has remained virtually unchanged, even in recent crisis years (Figure 1.)

While at the beginning of 2015, there were almost 44.5 thousand restaurant business (RB) entrepreneurs in the country, accounting for over 88.2% of all RB entities. In November 2019, 57712 food establishments were registered in Ukraine, 7157 of them are enterprises and 50555 - entrepreneurs, ie more than 87% of all RB establishments.

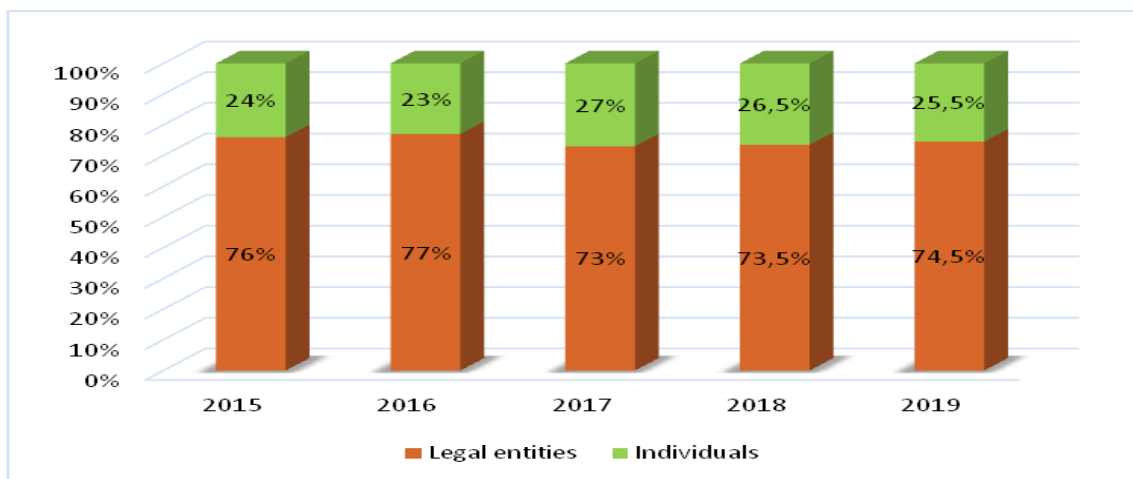
This explains the discrepancy between the data of different analytical companies: some institutions are officially registered as entrepreneurs, and in fact work as enterprises to reduce the tax

burden on their businesses.



**Figure 1. The ratio of the number of persons-entrepreneurs and legal entities in the market capacity of restaurants in Ukraine.** Source: Prepared by the author based on an analysis of the State Statistics Service and the financial statements of enterprises

However, in the monetary volume of the market, persons - entrepreneurs have only about a fourth share (Figure 2.).



**Figure 2. Share of entrepreneurs in the capacity of the restaurant market in monetary terms.** Source: Prepared by the author on the basis of analysis of data of the State Statistics Service and the financial statements of enterprises, data of the consulting campaign of Ukraine Pro-Consulting.

As the data of Figure 1 and 2, from 2015 to 2019, the share of small businesses in the total number of restaurants in Ukraine remained the largest, over 90%. At the same time, micro-enterprises account for a significant share (almost 94% in 2019) of the total number of small-scale



business entities in the RB.

**Table 2 Quantity dynamics and structure of enterprises-subjects of RB entrepreneurship in Ukraine during 2015-2019**

Indicators	At the end of year					Absolute deviation from the previous year			
	2015	2016	2017	2018	2019	2016	2017	2018	2019
Quantity of big enterprises, (units)	1	1	1	1	1	0	0	0	0
Quantity of middle enterprises, (units)	168	167	175	192	206	-1	8	17	14
Quantity of small enterprises, (units):	50217	50008	49774	53365	57505	-209	-234	3591	4140
Micro enterprises, (units):	49106	48622	48032	50830	54453	-484	-590	2798	3623
Share of large and medium-sized enterprises in the total number of enterprises-subjects of RB,%	0,34	0,33	0,35	0,36	0,36	-0,01	-0,02	-0,01	0
Share of small enterprises in the total number of enterprises-subjects of RB %	99,66	99,67	99,65	99,64	99,64	-0,01	-0,02	-0,01	0
Share of micro-enterprises in the total number of small enterprises-subjects of RB business,%	97,46	96,90	96,16	94,91	94,35	-0,56	-0,74	-1,25	-0,55

**\*without taking into account the temporarily occupied territories of Donetsk and Luhansk regions and the Autonomous Republic of Crimea**

**Source: created by the author based on an analysis of the State Statistics Service**

Thus, the number of all restaurants in Ukraine in November 2019 amounted to 57712, for the period 2015-2019 their number increased to 7326 units, with an increase observed only in the period of 2018-2019.

We analyze the availability of restaurants in Ukraine (Table 3.)

**Table 3 Provision of restaurant facilities to the population of Ukraine as of 01.11.2019 by section**

№	Region	Quantity of enterprises	Population	Units provision./10 000 people
1	Vinnitsia region	1727	1 560 394	11,07
2	Volyn region	1015	1 035 330	9,80
3	Dnipro region	2977	3 206 477	9,28
4	Donetsk region	2390	4 165 901	5,74
5	Zhytomyr region	1142	1 220 193	9,36
6	Zakarpatskyi region	2855	1 256 802	22,72
7	Zaporizhye region	1830	1 705 836	10,73
8	Ivano-Frankivsk region	2867	1 373 252	20,88
9	Kiev region	4505	1 767 940	25,45
10	Kirovograd region	938	945 549	9,92
11	Luhansk region	1134	2 151 833	5,27
12	Lviv region	3606	2 522 021	14,30
13	Mykolaiv region	1080	1 131 096	9,55

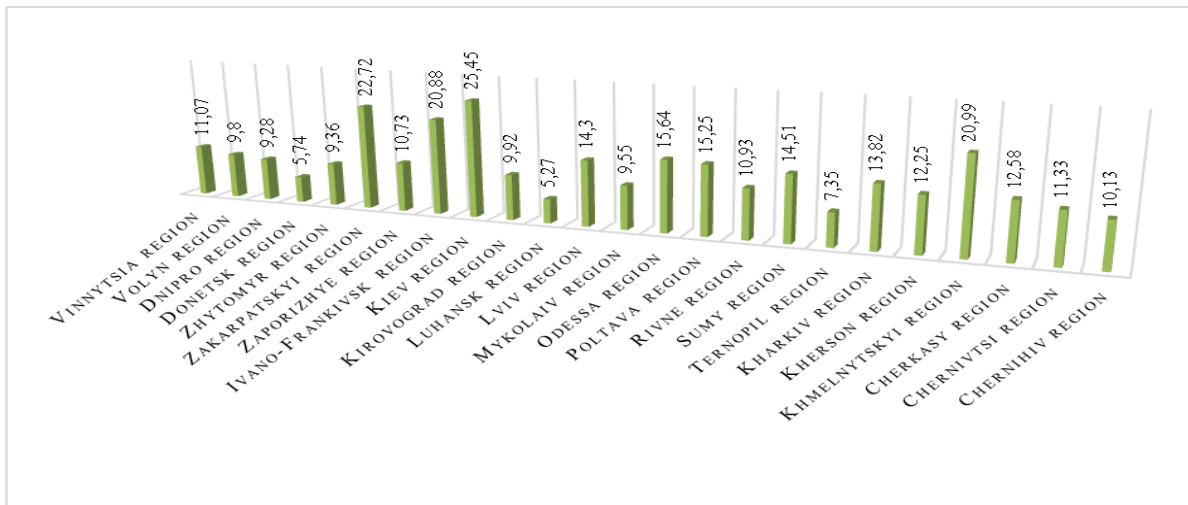


14	Odessa region	3722	2 380 308	15,64
15	Poltava region	2135	1 400 439	15,25
16	Rivne region	1265	1 157 301	10,93
17	Sumy region	1569	1 081 418	14,51
18	Ternopil region	769	1 045 879	7,35
19	Kharkiv region	3698	2 675 598	13,82
20	Kherson region	1271	1 037 640	12,25
21	Khmelnyskyi region	2655	1 264 705	20,99
22	Cherkasy region	1518	1 206 351	12,58
23	Chernivtsi region	1025	904 374	11,33
24	Chernihiv region	1019	1005745	10,13
	Together*	57712	39202382	14,72

\*without taking into account the temporarily occupied territories of Donetsk and Luhansk regions and Autonomous Republic of Crimea

Source: Prepared by the author on the basis of data analysis of the state-owned Start Business Challenge info service

As can be seen from the above data, the availability of restaurants in Ukraine totals 57,712 objects for almost 39 million people. In terms of regions, the largest indicator has Kyiv (4505 objects), the smallest amount has Ternopil (769 objects). At the same time, in four regions, the availability of facilities is much higher than the average in Ukraine as a whole (Figure 3). According to the state information service Start Business Challenge [State Info-service Start Business Challenge] in the countries of Western Europe, this figure is equal to 32 objects per 10 thousand inhabitants, which is almost 54% higher than the value for Ukraine.



**Figure 3. Provision of food to the population of Ukraine as of 01.11.2019 by section.**  
 Source: Prepared by the author based on Table 2.

The development of a restaurant business in any country depends directly on the expenditures of its residents on the services of the restaurant business. For example, in 2019, the average Polish resident left in catering establishments up to 7.4% of the monthly income, the German resident spent nearly 4.3%, French resident up to 6.7%, Swiss resident up to 10.8%, Greek resident up to 10.5%. In the countries of the former CIS the indicator is the smallest up to 3%. In Ukraine, according to the

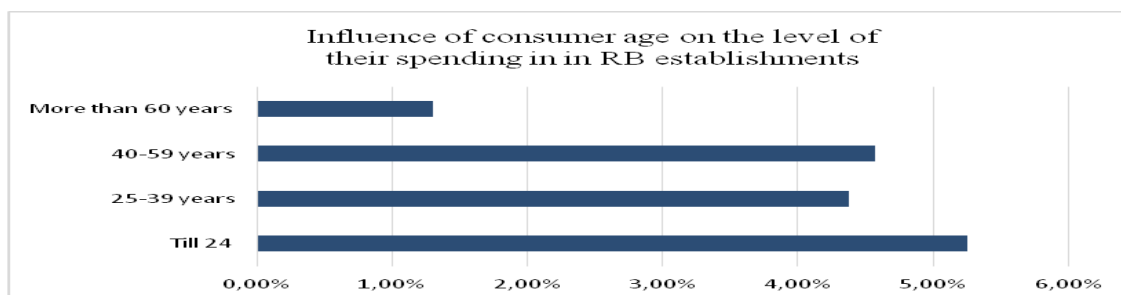
State Statistics Committee for the first half of 2019, citizens spend up to 2.2% of their monthly income on hotel and restaurant services. In our opinion, this is not an entirely objective indicator since the average monthly cost depends on many factors, including: income level, position and place of work, age, gender, social and family status, place of residence (you cannot compare the living conditions of the villagers Poland or Germany and Ukraine), lifestyles, and family traditions, and more.

In order to find out a more objective situation regarding the expenses of the residents of Ukraine on restaurant services, we conducted our own marketing survey of the population. In this regard, we have developed a questionnaire to interview potential consumers of restaurant services. The studies were conducted in the form of a test survey. The sample size is 8767 people aged 16 and over, six cities of Ukraine were selected for the survey, three with high security of restaurants (Uzhgorod, Kyiv, Khmelnytskyi), and three with low security (Ternopil, Kirovohrad, Lutsk).

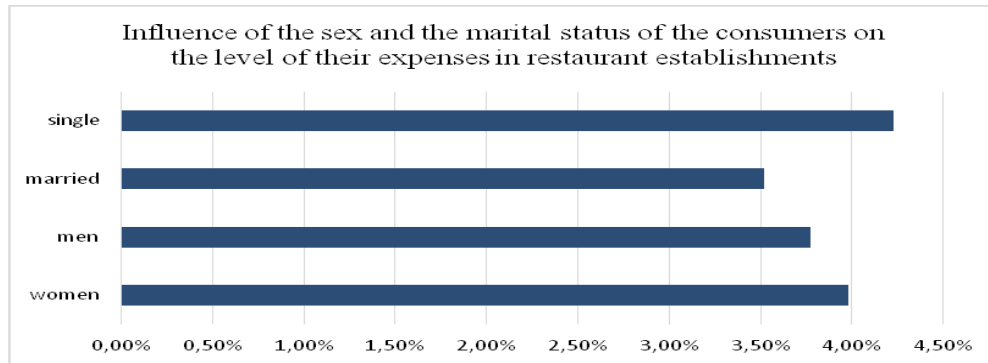
The method of sample formation is the quota a priori selection (quotas by parameters of gender and age). Method of gathering information - interviewing the population of selected cities with a personal interview method, which lasted an average of up to 5 minutes. As our goal was to identify which factors have the greatest impact on the level of spending of Ukrainian residents in restaurants, we have grouped the answers separately for each question and option and determined what percentage of the monthly income citizens spend on catering separately for each factor. The results of the study are presented in Figures 4-7.



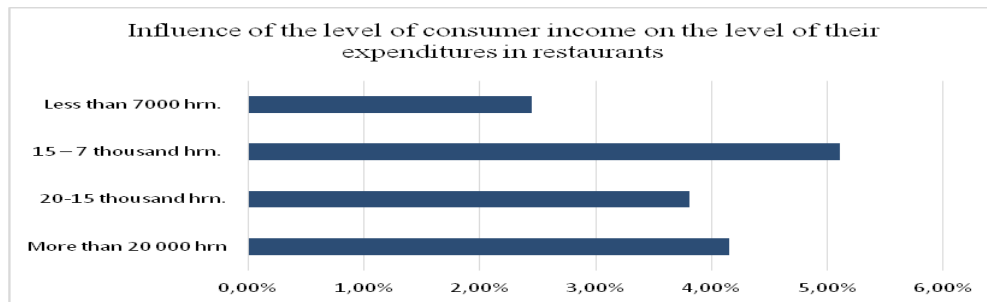
**Figure 4. Influence of consumer occupation on the level of their spending in in RB establishments**



**Figure 5. Influence of consumers' age on the level of their expenditures in RB establishments**



**Figure 6. Influence of the gender and marital status of consumers on the level of their spending in RB establishments**



**Figure 7. Impact of consumer income level on their expenditures in RB establishments**

The study results show that an important aspect in the decision to visit RB establishments is occupation, for example, teachers spend the most of their income (5.7% of the average monthly income), employees (6.3%), students (5.3%) and entrepreneurs (5.9%). When communicating with this category of employees, it was found that business meetings, vacations with colleagues and friends are more often the reason for choosing RB establishments, and less often food. Retirees and housewives (unemployed) are much less likely to visit RB because of poor financial standing.

We see that age does not have a significant effect on customer movement, with the exception of people over 60 (1.3%), as this group includes retirees, which we mentioned above.

The frequency of visits to RB establishments is independent of gender and marital status. These criteria influence the choice of establishments and the choice of dishes in establishments that were identified during communication during the study. For example, couples on holiday with their children choose quieter establishments with healthy meals, as opposed to unmarried people who want to have fun.

For us, it was a discovery that such a criterion as a level of income also has no significant impact on the level of expenditures on RB services. This is caused by the fact that in the category of people with an average monthly income of less than 7 thousand UAH. are students who often visit RB facilities and spend money. It should be stressed that since we have selected large cities, which are regional centers, for the study, we have identified the lower income limit as seven thousand UAH.



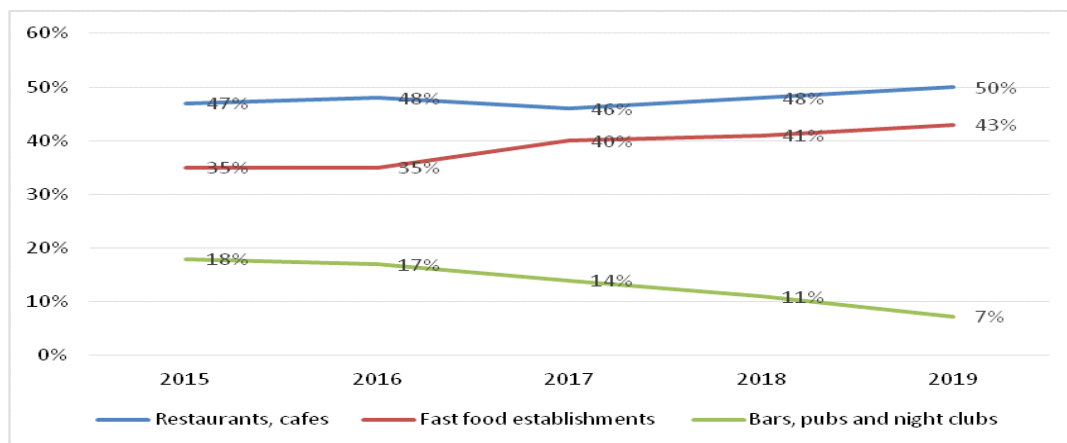
Of course, the frequency of customer visits is greatly affected by the level of customer spending on restaurant services. Of course, those who use services of the restaurant businesses spend the most - 5.45% of monthly income, while those who visit RB establishments 2-3 times a month this figure is 2.12%.

However, the study shows that the frequency of consumption of restaurant services in Ukraine is not high. Only 15% of respondents indicated that they visit restaurant establishments on a regular basis, 24% - 2-3 times a week and 30% - 2-3 times a month, and 5% of respondents said they do not visit RB at all. Residents of large urban cities are more likely to use it.

The difference between cities with high levels of availability of restaurants (Uzhgorod, Kiev, Khmelnytskyi) and low levels of provision (Ternopil, Kirovohrad, Lutsk) was 1.31% (5.56% and 4.25% respectively). From the answers of the respondents, we concluded that the reason for such a difference was the inability to visit new RB establishments with a new kitchen and good service, and those that had already ceased to be interesting, which makes another important conclusion that an important component of client orientation constant changes and improvements of the RB enterprise.

Thus, the study revealed that the main factors influencing the expenditure burden on RB enterprises were the type of occupation (or job and position) and age. The reason for the difference between the results of our study on the level of expenditures for RB services (up to 4.9% of monthly profit) and the data of the State Statistics Committee of Ukraine (up to 2.2%) is only in regional centers, because our purpose was to find reasons that affect the frequency of RB businesses' visits to consumers. But if we included in the sample of villagers (in the ratio of 50% to 50%), the results of our study would probably coincide with the data of the State Statistics Committee of Ukraine.

Another important criterion for the characteristics of the Ukrainian restaurant market is its segmentation. In 2015-2019, the structure of restaurants has changed somewhat (see Figure 8). The largest share of the market today is in restaurants and cafes (50%), it is worth noting that the number of businesses in the sector since 2015 is insignificant (3%), but has grown, unlike the segment, which includes bars, pubs and nightclubs. The number of businesses in this sector is steadily declining, from 18% in 2015 to 7% in 2019. But, according to the survey, the first place in the market development belongs to fast food establishments, whose growth rate is 8% in five years. It is worth mentioning that fast food establishments have enrolled all food outlets at the gas station.



**Figure 8. Structure of restaurants in Ukraine.** Source: Prepared by the author on the basis of the financial statements of enterprises and the State Statistics Service of Ukraine.



If you analyze the cost of services in the restaurant industry nowadays then it is easy to see that the most popular are the institutions of the middle price segment, where the check reaches 200-550 UAH. per person, and therefore, in 2019, their share is over 50%, and the share of low-cost institutions is only about 30% [State Statistics Service of Ukraine].

## CONCLUSIONS

The restaurant business market in Ukraine is currently in a phase of its active development. Experts predict it will continue developing until 2021. As of November 2019, almost 87% of the market is made up of natural persons-entrepreneurs, whose share in monetary terms will set about 25% of the market capacity. At present, the saturation ratio of restaurants in the whole of Ukraine is 14.7, which is almost half less than in Western Europe. According to the results of the study, we found that the factors that have the greatest impact on the frequency of restaurants visit by consumers are occupation and position, age, place of residence; and income, gender, and marital status are less significant. The largest segment of restaurant establishments is restaurants, cafes, bars (50%), but the latest data allow us to follow a steady upward trend in the share of fast food establishments (Fast Food), which today make up almost 43% of the whole market.

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## **DIRECTIONS OF THE STAFF DEVELOPMENT OF IMPROVEMENT OF RETAIL TRADE NETWORKS OF MANAGEMENT SYSTEM IN ECONOMIC GLOBALIZATION CONDITIONS**

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### **ABSTRACT**

In the context of economic globalization, the development of domestic retail trade networks requires the dynamic application of new management approaches that will ensure adaptation to changes in the external environment and, consequently, effective operation. Global trends are forcing retail chains to search for more effective approaches to staff development in order to improve the quality of service and create conditions for continuous improvement of their competencies. The system of personnel development management of retail trade networks must undergo a certain transformation, building a strategy of training and development of personnel, based on the concept of the learning organization. This will cover all employees with lifelong learning to form in them values, beliefs that correspond to the corporate culture of the network. Building a general corporate strategy for personnel development management will systematically improve the training and development of retail staff, create a culture that will support lifelong learning and stimulate the development of new skills in employees.

**Key words:** management system, personnel development, improvement mechanism, strategy, economic globalization.

### **INTRODUCTION**

The digital transformation of modern retail chains is a cultural, organizational and operational change that takes place through the intelligent integration of digital technologies and trade processes. To implement such changes, retail trade networks need to constantly improve the personnel development management system, whom the success of innovation competence implementation depends. Improving the management system of personnel development in retail chains is a multifaceted and complex process that requires a change of approach towards decentralization of management. This is confirmed by Deloitte research, which outlines new approaches to personnel management, when "the employee is in the spotlight, receiving opportunities for lifelong learning and rapid development, both professional and personal" [7]. All employees coverage of the retail trade network by lifelong learning, motivating nature, which involves the formation of all categories of staff motives to acquire new knowledge and skills, focus not only on improving employee competencies, but also to promote the formation of values, beliefs, patterns of behavior company culture, become the main theses of the concept of "learning organization", which transition will give the retail network a greater opportunity to flexibly adapt to changes in economic globalization.

**Analysis of recent researches and published papers.** Problems of personnel development management are covered in the works of both foreign and domestic scientists. In particular, studies



of theoretical and practical aspects of personnel development were made by foreign and domestic scientists: M. Armstrong, R. Blake, V. Vesnin, O. Hetman, O. Grishnova, I. Hruzina, D. Joy-Matthews, T. Zbrytska, A. Kibanov, O. Kuzmin, Y. Palekha, V. Savchenko, N. Tom, P. Schlender and others. Competence approach in personnel management was studied in the works of R. Boyatsis, D. McClelland, L. Spencer, S. Spencer, S. Holliford, O. Arapov, W. Friedrich, W. Modirka and others. Despite the large number of scientific publications, there is insufficient research to improve the management system of personnel development of retail chains.

**Results of the research.** The purpose of the introduction of an innovative system of personnel development management in the retail trade network is to ensure the systematic updating of the competence of employees in order to achieve the effectiveness of the network for a long period of time. It is important to strategically improve the management system of personnel development, which provides a comprehensive process of outlining long-term goals and areas of work with staff, as well as ensuring the achievement of strategic goals of the retail network, in order to form and develop staff.

In order to operate successfully in today's globalized world, retail chains need to innovate, update tools for interaction, integration and automation. Continuous improvement of business processes, aimed at improving the quality of customer service and reviewing approaches to interaction with them, requires management to simultaneously seek strategic directions for improving the personnel management system.

M. Armstrong identified the main priorities of strategic staff development (human resources) for strategically oriented companies [1]:

- development of learning strategies;
- transformation into a learning organization;
- increasing the intellectual capital of the company;
- development of managers;
- formation of organizational culture, which focuses on the formation of staff involvement

Domestic scientist I. Petrova argues that to effectively respond to changes in the business environment, companies need a strategy for staff development [4].

Summarizing the research of domestic and foreign scientists, we outline two main areas of improvement of the management system of personnel development of retail chains:

1. Transition to the concept of a learning organization in order to flexibly adapt the retail trade network to the business environment in the context of economic globalization.
2. Development of a personnel development management strategy that is interrelated with the corporate strategy of the retail trade network.

The concept of the learning organization was first introduced by Peter Senge, who argues in his book "The Fifth Discipline" that in order for a company to thrive in market conditions, it needs to adapt flexibly to changes in the market environment. And this implies the need to train each employee in order to transform their own activities in accordance with the strategic goals of the company. The desire to learn is natural for everyone, so the company's management only needs to create the appropriate conditions for continuous improvement of staff competencies [5].

Ukrainian scientist N. Pazyura outlines the main characteristics of the organization being studied:

- 1) staff training, which is carried out on the basis of available knowledge and skills, develops and releases other skills and knowledge acquired as a result of individual training;



- 2) skills and knowledge of employees are used to increase productivity;
- 3) the implementation of knowledge in the workplace - the company creates conditions for the implementation of knowledge and skills acquired through training, individual education, personal experience;
- 4) formation of corporate potential which is the ability to accumulate, strategically orient, transform in accordance with the goals of the company and use the knowledge of employees for economic benefit;
- 5) achieving results at different levels, when the knowledge gained as a result of training brings improvements at the individual, group and organizational levels [4].

Our research shows that the characteristics of a learning organization can be inherent in domestic retail chains under the following conditions:

- 1) formation of employees' motivation to "continuously learn", to acquire new knowledge and skills;
- 2) dissemination of cooperation and team training;
- 3) decentralization of management.

We offer a mechanism for improving the personnel development management system of retail trade networks (Figure 1).

The potential of employees, their competence, ambition, creativity, personal development, rather than the material base are becoming the main wealth of modern retail chains. Therefore, the concept of lifelong learning, focused on the development of individual potential, which will provide the opportunity to work in a constantly changing environment, is relevant for modern retail chains in the context of economic globalization.

Improving the processes of training and development of retail staff requires the construction of a general corporate strategy for personnel development management, in which the leading place should be given to the formation of the "learning trajectory", depending on how the employee's functionality changes.

The presence of a strategy of personnel development management in the retail trade network is evidenced by the following signs:

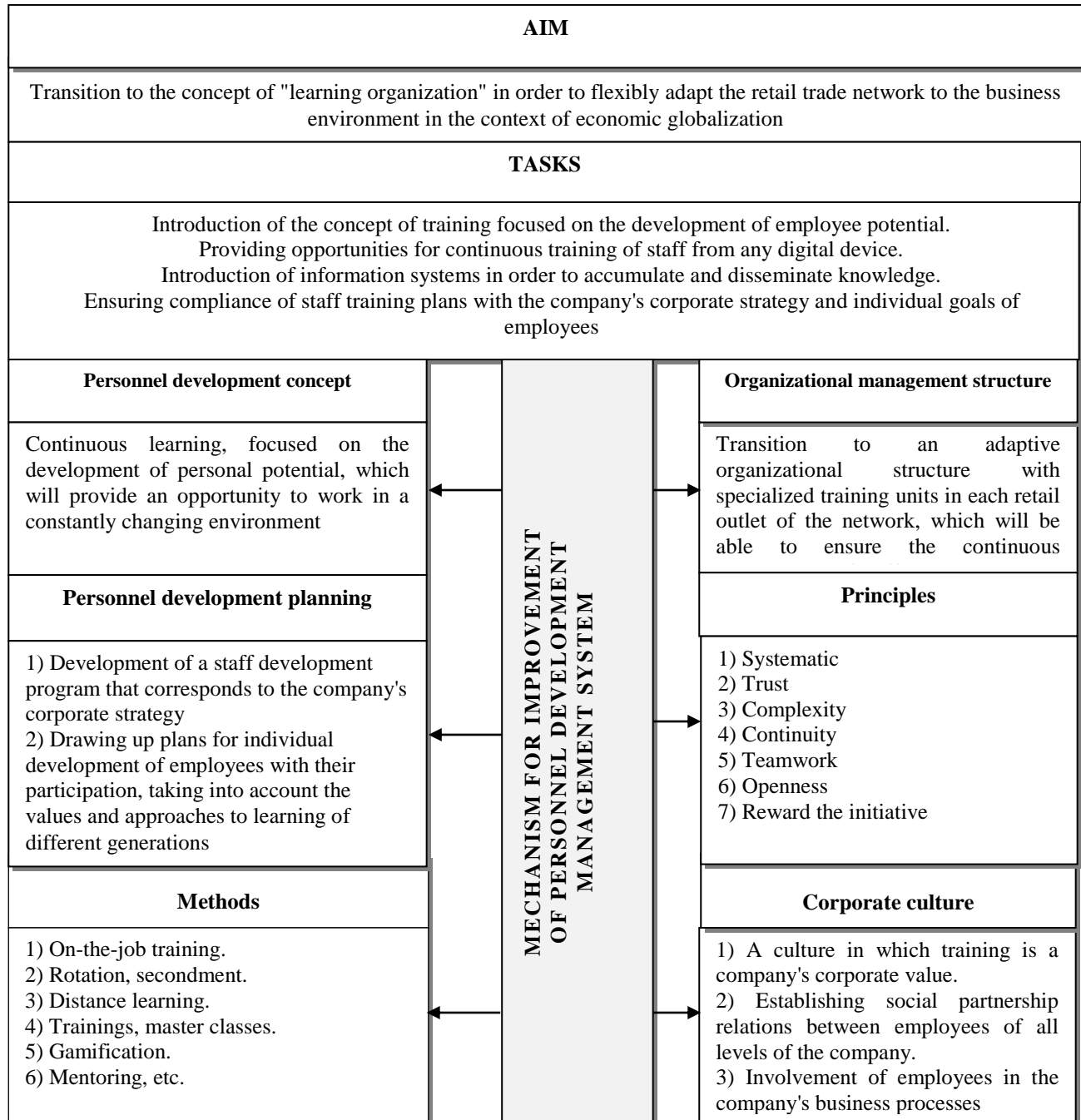
- 1) personnel development management strategy is based on the corporate strategy of the retail trade network;
- 2) personnel is considered as the main asset of the retail trade network, which must be developed, and not as an item of expenditure;
- 3) the formation of personnel development programs is clearly planned and depends on the mission and strategic goals of the retail trade network;
- 4) the contribution of personnel development programs to the achievement of strategic goals of the retail trade network is assessed;
- 5) the management of the retail trade network creates conditions for the involvement of staff in business processes, which involves familiarity with the strategy, structure, goods and services, technology [6].

The strategy of personnel development management should be based on the general corporate strategy of the retail trade network and be subordinated to its goals at all stages of development. An important condition for the effective construction of personnel development management strategy is the planning of operational processes for its implementation (Figure 2).

KPI (Key Performance Indicators - key performance indicators) for different categories of staff involves the development of a detailed system of key performance indicators of employees of



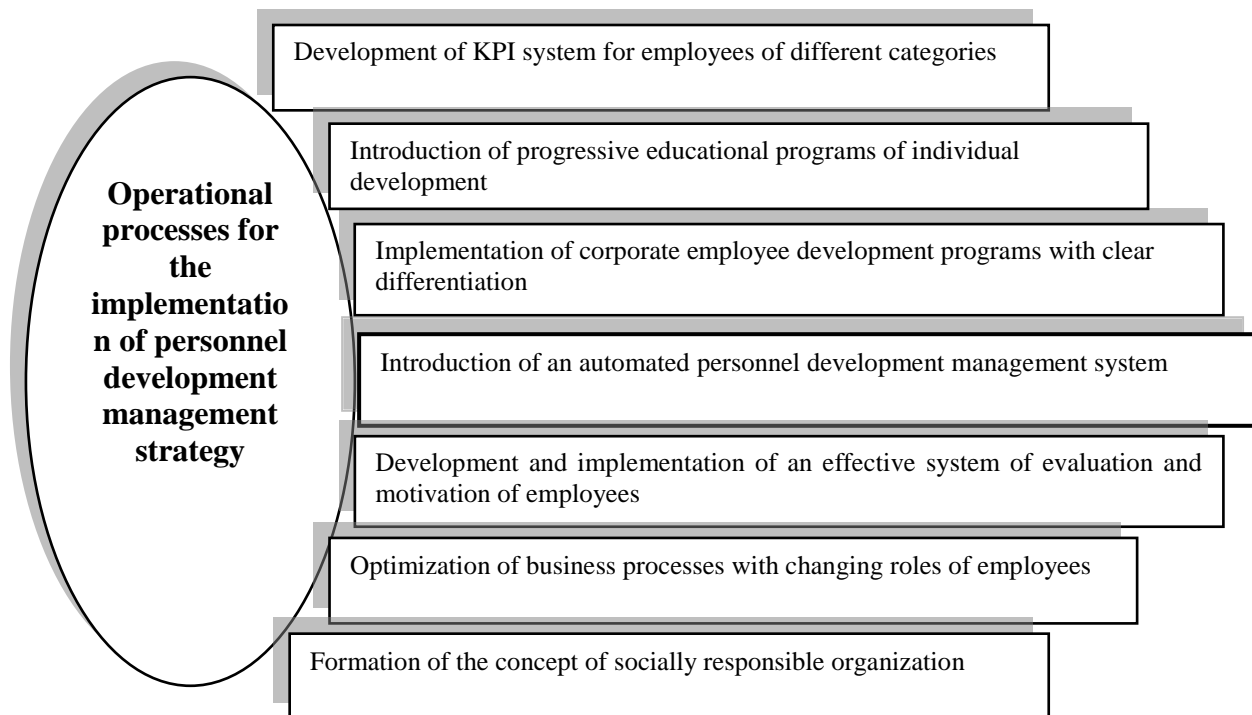
different categories and positions with indicators of their development. Considerable attention during the development of KPI should be paid to the substantiation of both the performance indicators of employees within their functional responsibilities and staff development indicators.



**Figure 1. The mechanism for improving the management system of personnel development of retail trade networks in the context of economic globalization. \*Source: author's own development**

The introduction of progressive training programs for individual development involves a comprehensive assessment of professional competencies and personal qualities of employees and, based on this, the development of long-term plans for individual staff development.

Implementation of corporate development programs for employees with a clear differentiation as well as the formation of a set of corporate development programs for employees of different departments and different levels of development of "internal" potential and involvement.



**Figure 2. Operational processes for the implementation of personnel development management strategy. \* Source: author's own development**

The introduction of an automated personnel development management system involves the automation of the personnel management system in the retail trade network. This process involves the maximum automation of individual development plans and corporate staff development plans together with the personnel evaluation system.

The development and implementation of an effective system of evaluation and motivation of employees is to develop methods and tools for comprehensive evaluation of employees. In particular, this applies to the effectiveness of the tasks assigned to employees and the effectiveness of staff development. Detailed methods of personnel evaluation allow to develop a stimulating system of motivation, with an emphasis on the development of "internal" and "external" motivation of employees.

Optimization of business processes with changing roles of employees which is constant work on optimization of business processes of retail trade networks depending on the needs of consumers, the influence of competitors and other factors in the context of economic globalization. Business process optimization is carried out in order to increase sales efficiency and reduce financial costs. When optimizing business processes, functional changes in employee roles often occur, which also



affects the personnel development management system.

The formation of the concept of socially responsible organization is one of the general strategic goals of the retail trade network, which is associated with its corporate culture. This concept is designed to influence the internal motivation of employees, which is important for the process of managing staff development.

Implementation of the strategy of personnel development management in retail trade networks will become possible if retail trade networks will follow modern tendencies in training and development of personnel (Table 1).

**Table 1 Key trends in training and staff development of modern Ukrainian companies**

№	Tendency	Short characteristic
1.	Shifting the paradigm from the passive role of the employee to the active	- learning becomes employee-driven when employees create content themselves; - training units become curators and "architects of experience", and corporate universities - platforms for the development of cross-functional communication, innovative and interdisciplinary thinking; - the role of the enterprise is to create an online platform and conditions under which employees are able to learn and develop independently on an individual trajectory
2.	Adaptability of learning systems	- obtaining new knowledge is possible always and everywhere, from any digital device; - personalization with artificial intelligence
3.	Immersiveness	- deeper immersion of the employee in the training material with the help of virtual and augmented reality technologies (VR, AR) and 3D - interactive video
4.	Learning with entertainment	- the use of the symbiosis of education and entertainment in learning for better learning and more effective acquisition of skills through emotions and humor
5.	Microlearning	- the process of acquiring knowledge is divided into very short interval classes
6.	Mobile learning	- flexibility of educational systems with the use of modern gadgets, personalization and socialization of employees

\* Source: [2]

Thus, to improve the system of personnel development in modern retail chains requires a paradigm shift from the passive role of the employee to the active, where the company's role is to create conditions in which employees are able to learn and develop on an individual trajectory.

## CONCLUSIONS

Thus, our proposed mechanism for improving the management of personnel development of retail trade networks makes it possible to effectively manage the development of employees in order to ensure the competitiveness of the network in the context of economic globalization. This mechanism outlines the method of implementing the innovative concept of the organization, which is trained in the practice of retail chains, provides an individual approach to the organization of training



and staff development.

Our strategic approach in the implementation of an innovative management system for the development of personnel of retail trade networks allows us to outline areas of work with staff in order to ensure the achievement of strategic goals of the retail trade network. An important condition for the effectiveness of the personnel development management strategy is the planning of operational processes, which contributes to the gradual improvement of staff development of domestic retail chains in the context of economic globalization.

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## FACTORS OF CORPORATE SOCIAL RESPONSIBILITY MANAGEMENT OF TRADE ORGANIZATIONS OF UKRAINE

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### ABSTRACT

This article is devoted to the identification of the main factors influencing the management of social responsibility of trade organizations and the definition of its main social initiatives. The author presents the basic interpretations of the essence of the concept of corporate social responsibility, the author's interpretation of the concept of social responsibility management of the organization is given, an appropriate model of social responsibility management is offered. To determine the place in the system of the state economy, the main indicators of economic activity of trade organizations of Ukraine are given. The leading directions of socially responsible behavior of the most profitable trade enterprises of Ukraine according to the rating of "top-200 companies" are analyzed. Based on the analysis of CSR practices, the main groups of factors influencing the management of corporate social responsibility of trade organizations are identified.

**Key words:** corporate social responsibility, social responsibility management, factors of social responsibility management, social initiatives.

### INTRODUCTION

Modern economic relations in the field of trade cover as a complex range of social, economic and managerial aspects are multi-vector theoretical and practical problems. In the management system of a modern trade enterprise a prominent place is occupied by the management of social responsibility and the implementation of socially responsible initiatives. To study the process of managing the social responsibility of trade organizations, there is an objective need to study the factors that affect it. Corporate social responsibility is defined as a responsible attitude of any company to its product or service, to consumers, employees, partners, as well as the harmonious coexistence of interaction and constant dialogue with society, participation in solving the most pressing social problems. The purpose of the study is to analyze the existing factors influencing the management of social responsibility of trade organizations.

**Analysis of recent researches and published papers.** Significant scientific attention to the issues of social responsibility management was paid by such foreign and domestic scientists as J. Elkington, A. Carroll, K. Davis, L. Bobko, Y. Bass, Y. Bayura, A. Kolot. However, despite the large number of domestic professional publications on these issues, the issue of factors of social responsibility management is insufficiently studied.

**Results of the research.** In the process of evolution of the basic concepts of corporate social responsibility (CSR), the following interpretations of this concept have emerged.



ISO 26000: 2010 [1] states that “CSR is the responsibility of an organization for the impact of its decisions and activities on society and the environment through transparent and ethical behavior that promotes sustainable development, health and well-being of society; takes into account the expectations of stakeholders; complies with current legislation and complies with international standards of conduct; integrated into the activities of the entire organization and implemented by it in the practice of relationships. Representatives of Ukrainian business interpret CSR as the company’s responsibility for direct and indirect impact on the economic, environmental and social systems in which it is embedded.

Leading Ukrainian scientists in the field of management determine that this is a rational response of the organization to the system of conflicting expectations of stakeholders (stakeholders), aimed at sustainable development of the company [2]; it is the responsibility of business decision makers of those to whom these decisions are aimed [3].

Foreign researchers argue that CSR is a free choice of the company in favor of the commitment to improve the welfare of society, to implement appropriate approaches to doing business and allocating corporate resources [4].

We agree with the statement of Ukrainian researchers that corporate social responsibility today should be perceived not as a normal production activity, but as a philosophy of the company’s behavior in order to sustainably develop and conserve resources for future generations [5]. CSR in today’s economic development should be seen as a long-term commitment of companies to behave ethically and promote economic development, while improving the quality of life of employees and their families, communities and society as a whole.

The purpose of our study is to determine the main factors of CSR management of commercial enterprises and organizations. According to Polish researchers, “an enterprise is an independent business entity (legal entity), created for profit (or to achieve certain property goals)”, and a trading company is understood as an entity management, which sells purchased goods to customers, striving to achieve favorable economic results [6].

Research conducted by the Center for the Development of Corporate Social Responsibility in Ukraine has shown that the main reason for abandoning additional social initiatives and projects is lack of funds. One cannot but agree with the fact that the social responsibility of any enterprise, including trade, is mainly based on its profitable activities, because the unprofitable business entity is unable to promote the creation of its own social capital. Emphasizing the role of high social and economic results emphasizes and strengthens the social mission of entrepreneurial activity, in contrast to the profit, the receipt of which is the meaning of entrepreneurship for its owners.

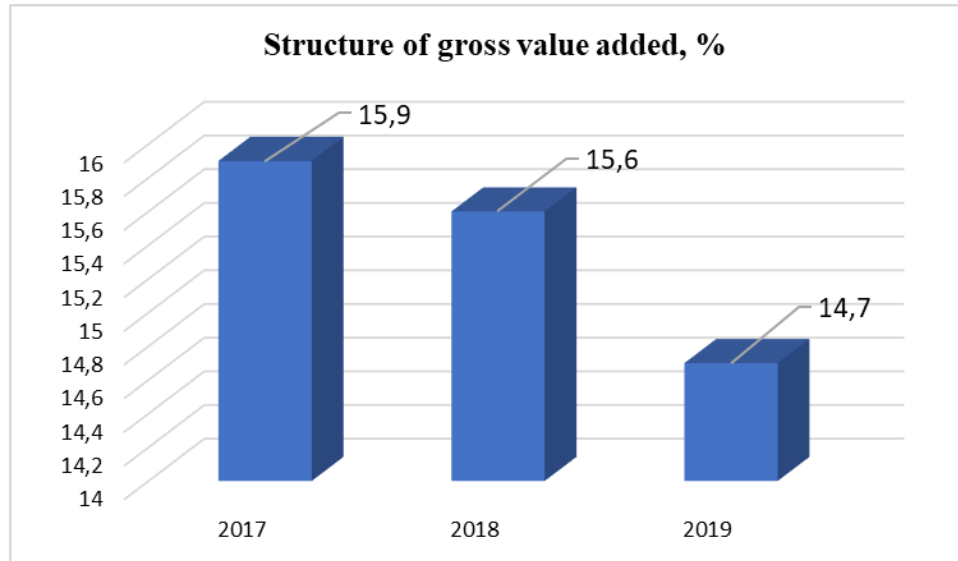
Today, the sphere of trade in Ukraine is a very important factor in socio-economic development. The share of trade in the gross domestic product of the state in 2018 was 15.6%, and in 2019 - 14.7%, accordingly (Fig. 1).

The level of development of effective economic relations in the country is determined by the trade sector, which conducts its commercial activities through an extensive system of trade enterprises, the number of which remains consistently high, as evidenced by the number of economic entities in the relevant economic activity.

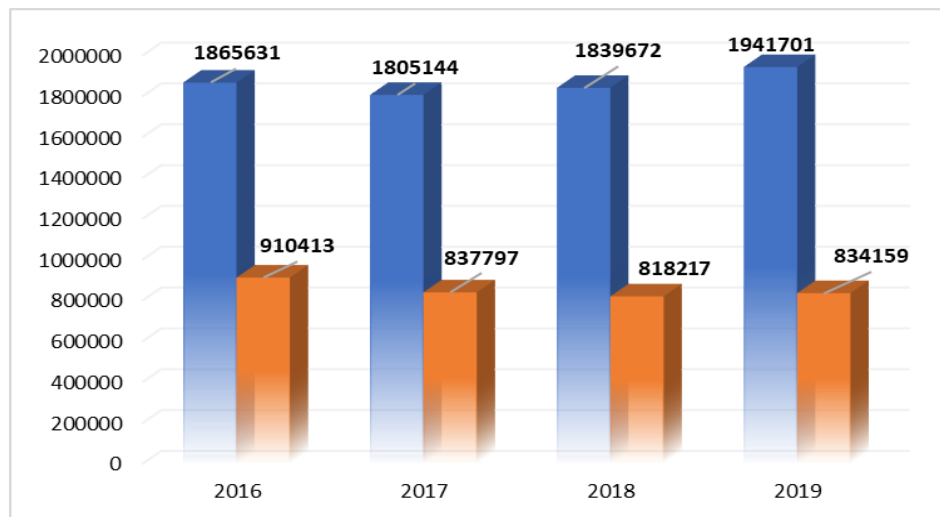
Thus, in 2016, their number by type of economic activity “Wholesale and retail trade; repair of motor vehicles and motorcycles” amounted to 48.8% (310413) of the total number in the country, in 2017 - 46.4% (837797), in 2018 - 44.5% (818217) and in 2019 – 42.9 % (834159) (Fig.2).

Such a large number of economic entities of this type of economic activity determines a consistently high number of employed working people in this area - in 2019, trade enterprises

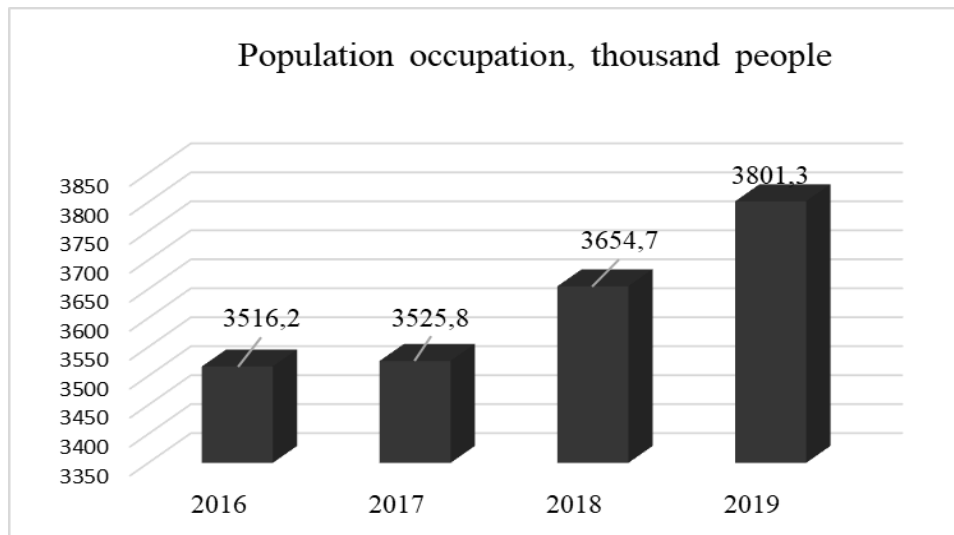
provided employment to more than 3.8 million Ukrainians, which is 23.3% of the total employed population (16,360.9 thousand persons). In 2016, this figure was 3516.2 thousand people (21.6%), in 2017 - 3525.2 thousand people (21.4%), 2018 to more than 3.6 million Ukrainians. Indicators of employment in this area are shown in Figure 3.



**Figure 1. The structure of gross value added by type of economic activity “Wholesale and retail trade; repair of motor vehicles and motorcycles”.** Source: according to the State Statistics Service of Ukraine [7]



**Figure 2: Number of business entities (total, by type of economic activity “Wholesale and retail trade; repair of motor vehicles and motorcycles”.** Source: according to the State Statistics Service of Ukraine [7]



**Figure 3. Employed population by type of economic activity "Wholesale and retail trade; repair of motor vehicles and motorcycles ». Source: according to the State Statistics Service of Ukraine [7]**

The level of income of citizens in this industry is also consistently high, as of December 2019, the level of average monthly wages (accruals to employees) was 12,239 UAH with the average wage in the economy - 12,264 UAH.

Thus, on the basis of the above indicators, we can say that trade enterprises play an important role in the development of the national economy and influence the implementation of social policy.

To determine the factors of corporate social responsibility management of a trade organization, it is advisable to define the process of social responsibility management. We believe that the process of managing the social responsibility of the organization should be considered and interpreted as a set of object and subject of management, which on the basis of general principles defined by international and domestic norms, specific principles defined by the organization, on a voluntary basis and with individual tools carry out purposeful activities aimed at ensuring the harmonious, sustainable, balanced development of the enterprise and the society with which it is associated (Fig. 4).

The process of managing the social responsibility of a trade organization should be built in compliance with the generally regulated principles defined by international, legislative norms of the state, as well as specific principles of social responsibility, which are determined for a particular organization.

The subject of social responsibility management of the organization will be the head (founder, top manager), who initiates, plans, implements and analyzes this type of activity.

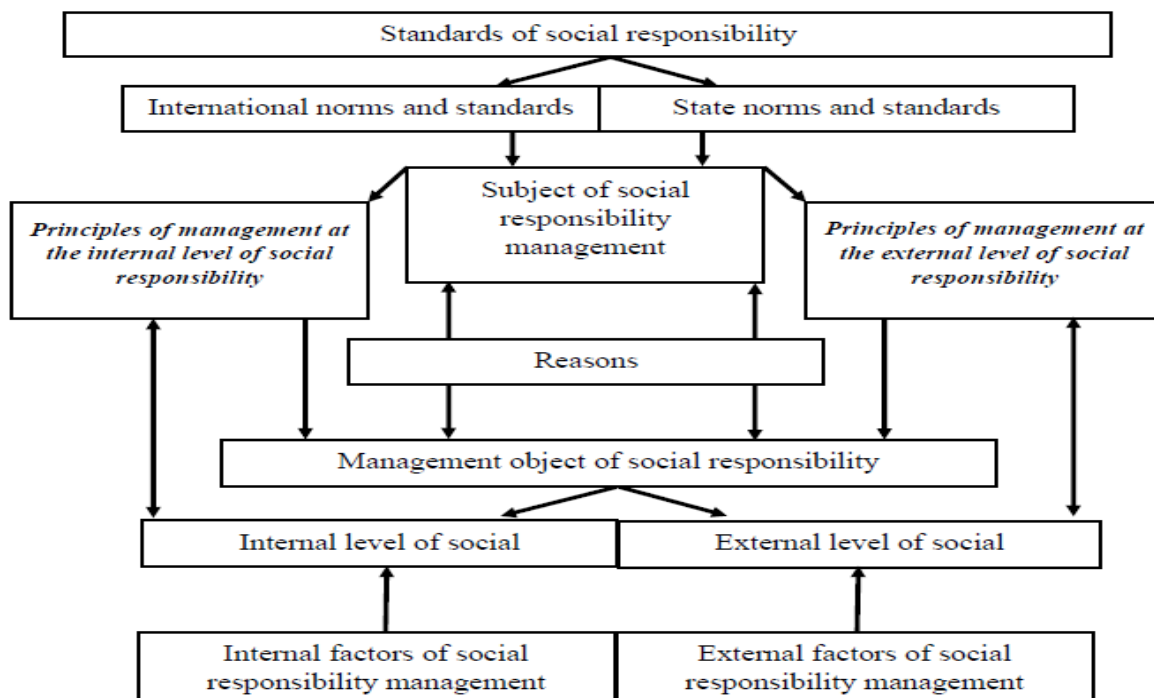
The object of management is the activity (initiatives, activities) of social responsibility in various forms of its manifestation.

Standard SA 8000: 2001 "Social responsibility" [1] defines the criteria of a socially responsible enterprise:

- conscientious payment of taxes;
- compliance with current legislation;
- sale of goods and provision of services of modern quality and range;



- encouraging employees, improving their skills;
- ensuring the protection of labor and health of employees, etc.



**Figure 4. Model of management of social responsibility of the trade organization. Source: own development.**

We will analyze the social initiatives (CSR practices) of the five most profitable trading companies in Ukraine, which were included in the rating of "Top 200 companies of 2018" according to domestic analysts. The results of the analysis are shown in table 1 [8-14].

**Table 1 CSR of trade organizations of Ukraine**

№	Name of the company	Profit (billions UAH)	Profit /loss (billion UAH)	Social initiative (CSR practices)	Aim of social initiative
1	LLC "ATB-Market"	85,73	2723	Support of Ukrainian vegetable producers by concluding long-term contracts for purchase and further sale	Strengthening the national economy, supporting domestic producers
				ATB Social Basket Program - setting a reduced price for social goods (10-15% lower than the market average).	Economic support for socially vulnerable groups
				Sponsorship during the organization of sports events: 14th International Youth Boxing Tournament in Lviv (December 2016); II stage of the Ukrainian autocross championship-2017	Promoting a healthy lifestyle



				Charitable assistance to ATO soldiers and their families (over UAH 20 million for 2016-2017) All-Ukrainian charity project "Stranger's Fates"	Support for the population affected by political conflicts, armed conflict in eastern Ukraine
				Support of charitable foundations and public organizations (over UAH 20 million for 2016-2017)	Support for the population in need
2	LLC "Silpo-Food"	57,02	103	Systematic training and staff development, mini-trainings for shops	Support and development of staff, maintaining the reputation and image component
				Employee motivation (best employees, battle of professionals, excursions for employees' children)	Improving the spiritual and cultural development of staff
				Social support for employees (rehabilitation of employees' children, gym memberships and foreign language courses for employees)	Promoting a healthy lifestyle, maintaining good health, improving staff education
				Responsibility to consumers, trade in quality products (victories in the nominations consumer choice)	Compliance with current legislation
				Introduction of eco-initiatives (installation of heat recovery systems from refrigeration equipment, installation of recycling stations)	Rational use of resources, cost reduction
3	LLC "EPICENTR-K"	41,46	3025	Support for sports initiatives (construction and opening of sports complexes for talented youth in 20 regional centers)	Promoting a healthy lifestyle, improving the health of the nation
				Sponsorship in the Ukrainian football championship	
				Creating new jobs	Raising the level of the national economy, compliance with legislation
				Commercial activity clearness, fair payment of taxes	
				Support for a national manufacturer	
				Systematic training and motivation of staff	Support and development of staff, maintaining the reputation and image component
				All-Ukrainian social campaign against cyberbullying - "DobroPhone: STOP cyberbullying"	Improving the level of information literacy, spiritual development of the population
4	LLC "Metro Cash End Keri Ukraine"	17,21	467	Environmental practices (reduction of greenhouse gas emissions through the use of electric vehicles, reduction of waste)	Conservation of resources, rational consumption and reduction of negative environmental impact
				Responsible formation of assortment (ecological goods, optimization of packing of goods)	Compliance with the law, maintaining the proper level of health of the population
				Introduction of mandatory certification of goods and packaging by 2020	
				Support of a domestic producer, Farmer project	Raising the level of the national economy
				Promotion of healthy food and ecological consumption	Maintaining an adequate level of public health
				Fair and safe working conditions, compliance with ILO standards	Maintaining a high level of employee health
				International initiative "Take care and share", cooperation with international charitable food banks	Support for socially vulnerable groups



				Corporate volunteering, refugee assistance project "We help"	Support for the population affected by political conflicts
5	Auchan Ukraine Hypermarket LLC	15,47	-771	Employment (promotion of personal and professional development of employees, employment of young people with Down syndrome, hearing impairment)	Staff training, socialization of young people with disabilities
				Consumer support (product quality control, certified organic products)	Improving the quality of life and health of the population
				Support for small local industries	Development of the national economy
				Environmental practices - energy efficiency programs, reduction of energy consumption, sorting and recycling of waste	Conservation of resources, rational consumption and reduction of negative environmental impact
				Charity - support for orphanages, the work of a corporate charity fund, funding competitions for social projects for young people, support for the poor.	Social protection of youth, population, raising the company's image

**Source: according to social reports of companies and biz.censor rating**

Analyzing the implemented CSR practices of our trading companies, we can say that they meet these criteria.

Domestic scientists have studied the impact of various factors on the production activities of the enterprise [15], we aim to investigate the factors that directly affect the CSR of the trade organization.

Factors of influence should be considered from two positions which are external and internal environments. In fact, management decisions are determined as well as implementation of social responsibility initiatives.

Among the external factors that have a direct impact on the management of social responsibility of the organization, we can include:

- Political F1 (political situation, corruption, international activities and politics, programs of social and economic development of the state);
- Environmental F2 (pollution level, air emissions, environmental impact);
- Economic F3 (level of economic development of the state, inflation, unemployment, per capita income, market structure, competition);
- Demographic F4 (population, age structure, gender, birth rate and mortality);
- Legal F5 (availability of legal framework governing the social policy of the organization, labor relations, international standards of influence)
- Social and cultural F6 (level of education, spiritual and cultural development, criminalization, social security of the population).

The internal factors that have a direct impact on the management of social responsibility of the trade organization and its practices include:

- Production (level of material and technical base, capacity of the organization, quality control of services provided);
- Financial (interest rate, borrowing, level of profitability of receivables and payables);
- Innovative (support for innovation in management, staff training, core business);
- Organizational (human capital, social and reputational capital, staff qualifications, management methods, staff productivity, staff motivation, organizational structure, needs of staff and stakeholders);



- Values (strategy, mission, corporate culture, image component).
- The influence of the above factors determines the appropriate levels of social responsibility of trade organizations.

The external level is manifested in activities aimed at social initiatives in the external environment of the organization [16]:

- support and strengthening of the principles of honest and responsible business,
- job creation,
- maintaining a healthy lifestyle,
- investing in community development,
- formation of models of rational consumption;
- realization of sustainable development goals;
- promoting environmental protection; support and implementation of environmental projects;
- rational use of resources,
- taking into account the interests of the public, government and external stakeholders,
- sponsorship and charity;
- interaction with local communities and local authorities;
- responsibility to consumers for the quality of goods and services; sale of quality products;
- support of the Domestic producer;
- openness and transparency of doing business;
- maintaining social reporting.

The internal level of JI trade organizations is aimed at improving the internal environment and is implemented through the following measures:

- labor productivity of employees;
- stability of payment and high level of wages;
- social protection (additional and social insurance of employees in the industry);
- continuous professional development (development of human resources through educational training
- programs and advanced training);
- introduction of corporate culture,
- creating a receptive socio-psychological climate in the team;
- improvement of labor relations;
- ensuring safe and highly productive working conditions (safety of workers
- trade enterprise, safety of production processes);
- introduction of social reporting;
- support of business reputation.

## CONCLUSIONS

Based on the study, we built a matrix of factors influencing the management of corporate social responsibility (Table 2).

Table 2 **Matrix of factors influencing the management of corporate social responsibility**

	LLC "ATB-Market"	LLC "Silpo-Food"	LLC "EPICENTR-K"	LLC "Metro Cash End Keri Ukraine"	Auchan Ukraine Hypermarket LLC
F <sub>1</sub>					
F <sub>2</sub>					
F <sub>3</sub>					
F <sub>4</sub>					
F <sub>5</sub>					
F <sub>6</sub>					

Source: own development

Thus, our study allowed us to identify the most important factors influencing the management of social responsibility of trade organizations, which are decisive in choosing the direction of their social initiatives. The most important and equivalent factors are F<sub>5</sub> and F<sub>6</sub>, which indicate a significant influence of the state (legislation, state social policy) on the choice of social behavior of organizations. Factors F<sub>3</sub> and F<sub>4</sub> are drivers for fewer social practices, however, no less important in their significance. The influence of environmental factors F<sub>2</sub> is less significant than the previous ones, and this can be explained by the lack of production component of trade enterprises.

Initiatives implemented by enterprises under the influence of F<sub>1</sub> factors depict the attitude of enterprises to the political situation in the country.

Motivational aspects of such activities for organizations are cost savings (due to processing and efficient use of resources); increased staff motivation and productivity; increasing the image component; raising reputation and brand; improving the quality of services provided (by improving the morale of employees and improving working conditions); attracting and retaining human resources - reducing staff turnover; reduction of legal liability.

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## GLOBAL INDEX OF TERRORISM IN THE CONTEXT OF ENSURING STATE SECURITY: WORLD TRENDS AND DOMESTIC FEATURES

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### ABSTRACT

One of the most acute global and domestic problems of our time in the last few decades is terrorism in the context of national security. The scale of terrorist activity is growing, which is reflected not only in the growing number of terrorist attacks, but also in changing the very nature of terrorist activity. The urgency of the study of the level of terrorism is due to the need for critical analysis of the manifestations of terrorism in the context of national security, its consequences in the context of globalization of risks, increasing conflict. Terrorism challenges global stability and security, so the governments of many countries make solving the problem of terrorism a priority. As the importance of the problem of terrorism increases, so does the role of the expert community, which is called upon to help the state cope with this problem. The urgency of the problem of terrorism determines the relevance of research in this area. The article analyzes the statistical activity of terrorist activity in the world. The article analyzes a study conducted by The Institute for Economics and Peace, according to the definition of the index of terrorism in different countries. The aim of the study was a comparative description of global trends in the development of the terrorist movement and the peculiarities of Ukraine, analyzed the causes and consequences of terrorism in the context of national security

**Key words:** terrorism, causes of terrorism, state security, global index of terrorism, level of terrorism

### INTRODUCTION

Terrorism is a constant companion of mankind, which is one of the most dangerous and difficult to predict modern phenomena, which are taking on more and more diverse forms and threatening scales. Terrorism, as a politically significant phenomenon and a threat to national security, arises when certain groups in society begin to question the legitimacy and rights of the state and thus justify their transition to terror to achieve their own goals. Various criminal groups commit terrorist acts to intimidate and destroy competitors, to influence government.

The level of terrorism and specific forms of its manifestation are an indicator, on the one hand, of public morality, and on the other – the effectiveness of society and the state to address the most pressing issues, in particular, the prevention and cessation of terrorism itself.

**Analysis of recent research and publications.** Issues of combating terrorism as a threat to

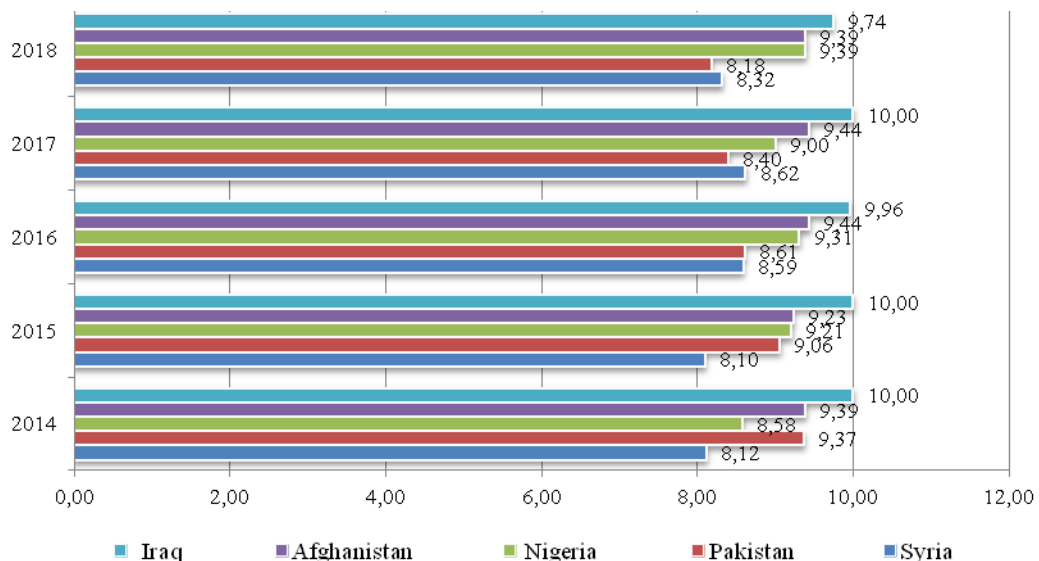


the economic security of the state were raised in the works of domestic and foreign scientists, in particular: V. Antipenko, E. Grigoriev, M. Gutsalo, V. Yemelyanov, V. Zelenetsky, V. Lipkan, Y. Marchenko, V. Kubalsky, Y. Antonyan, T. Boyar Sozonovich, O. Knyazev, V. Laker, V. Luneyev, E. Lyakhov, I. Mikheyev, L. Modjoryan, A. Novikov, Z. Tagirov, O. Shelkovnikova, A. Yur , I. Yakovenko and others. Thus, the problem of terrorism has become the object of scientific research in various fields of scientific knowledge: economic, legal, psychological, social sciences and public administration sciences.

**Results of the research.** The Global Terrorism Index and its accompanying ranking of countries by level of terrorism (Table 1) is a comprehensive study that measures the level of terrorist activity in countries around the world and shows which countries face and to what extent face a terrorist threat. The index was developed by an international group of experts from The Institute for Economics and Peace, University of Sydney, Australia. The calculation is based on information from the global database on terrorism of the National Consortium for the Study of Terrorism at the University of Maryland – the world's largest statistical database on terrorist activities, containing information on more than 100 thousand cases of terrorist acts over the past ten years.

**Table 1 The value of the terrorism index**

Terrorism Index Scale	Index value
The highest impact of terrorism	>8-10
High impact of terrorism	2-8
Least impact of terrorism	0-2
Not found	0



**Figure 1. Dynamics of the terrorism index with the highest impact for 2014-2018**

After analyzing the dynamics of the terrorism index, it was found that the highest impact of terrorism is inherent in the following countries, namely: Syria, Pakistan, Nigeria, Afghanistan and





Iraq. During 2014-2018, among the surveyed countries, the largest indicator of the index is characteristic of Iraq and in 2015 was 10.00 on a 10.00-point scale, in 2016 this indicator decreased by 0.04 points, in 2017 the indicator increased by 0.04 points, at the end of the study period the index decreased by 0.26 points and was equal to 9.74.

The second place in the ranking among the surveyed countries is Afghanistan and its index value in 2014 is 9.39, in 2015 the index decreased by 0.16 points, in 2017 there were no changes, at the end of 2018 the indicator decreased by another 0, 05, which indicates a positive trend in reducing the number of terrorist attacks and deaths during terrorist attacks in the country.

The third place in the ranking is occupied by Nigeria and its value in 2014 is 8.58, the following year the index increased by 0.63 points more, during 2017-18 the index decreased by 0.31 and 0, 34 points, respectively, which is a positive phenomenon for the study country as a whole.

The fourth place in the ranking belongs to the country of Pakistan and the value of the index in 2015 is 9.06, in 2016 the indicator decreased by 0.45 points, during 2017-18 the index was also reduced by 0.21 and 0.22 points compared to previous years.

The fifth place in the ranking is occupied by the country of Syria and the value of the indicator in 2014 is 8.12, in 2016 and 2017 there is an increase in the index by 0.49 and 0.03 points, respectively, at the end of the study period decreased by 0.30 items.

Among the countries of the Middle East and North Africa (Fig. 2), a high index of terrorism (2-8) is concentrated in Libya, Egypt, Sudan, Turkey, Lebanon, Algeria, Israel, Iran, Jordan, Kuwait, Saudi Arabia and Tunisia. In particular, in Libya the terrorism index in 2014 was 6.25, in 2015 there was a significant increase in the index by 1.04 points, during 2016-18 there was a decrease in the index by 0.02 and 0.28 points, respectively, compared to previous years. In Egypt, the growth of the terrorism index during 2015-16 is concentrated and is 6.81 and 7.33, respectively, in 2017 the indicator decreased by 0.16 points, at the end of the study period the index increased by 0.18 points. In Sudan, the terrorism index in 2014 was 5.77, in 2015 the index increased by 0.92 points, in 2016 the figure was 6.66, in 2017 and 2018 the index decreased by 0.21 points and 0.27 items respectively. Regarding Turkey, the terrorism index in 2014 was 5.98, in 2015 the index decreased by 0.24 points, since 2016 there has been an increase in the terrorism index, and at the end of 2018 the index decreased by 0.48 points and was equal to 7.04. The decline in the global terrorism index throughout the period was recorded in Lebanon, although the indicators themselves are at a fairly high level, but a decrease in the indicator indicates a reduction in the number of terrorist attacks and casualties in the country.

Throughout the study period, the decline in the terrorism index is typical of Algeria, as in 2015 the decrease was 0.77 points, in 2016 compared to 2015 the index decreased by 0.47 points and at the end of 2018 there was a decrease of 0.21 points and the index was 3.76.

The terrorism index in the range of 4.0-6.0 is typical for Israel and Iran, and the study shows that during 2014-2018, according to these countries, there is a decrease in the terrorism rate as a whole.

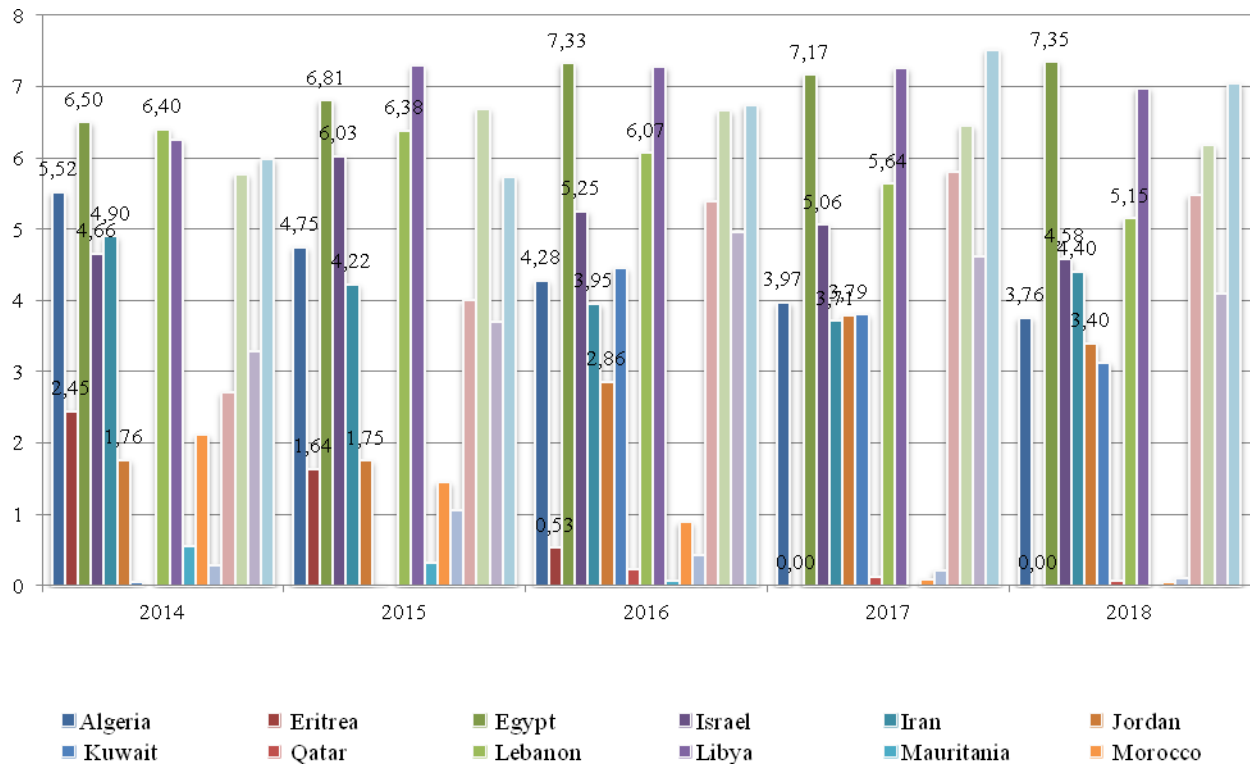
In Jordan and Kuwait, the terrorism index ranges from 1.75 to 4.45, and a sharp increase in 2016 was registered in Kuwait by 4.43 points and in Jordan by 1.11 points, respectively, compared to 2015.

In Saudi Arabia, there is a significant increase in the terrorism index during 2014-2017, at the end of 2018 the index decreased by 0.33 points compared to 2017.

During 2015-2016, Tunisia concentrated an increase in the terrorism index by 0.41 and 1.26 points, respectively, and in 2017 and 2018, on the contrary, it increased, indicating a negative trend,

as the country as a whole increased the number of terrorist attacks as a result, the sensitivity of the victims and the dead.

The lowest index of global terrorism (0-2) among the studied countries of the Middle East and North Africa during 2014-2018 was found in the following countries: Eritrea, Qatar, Mauritania, Morocco and the UAE.

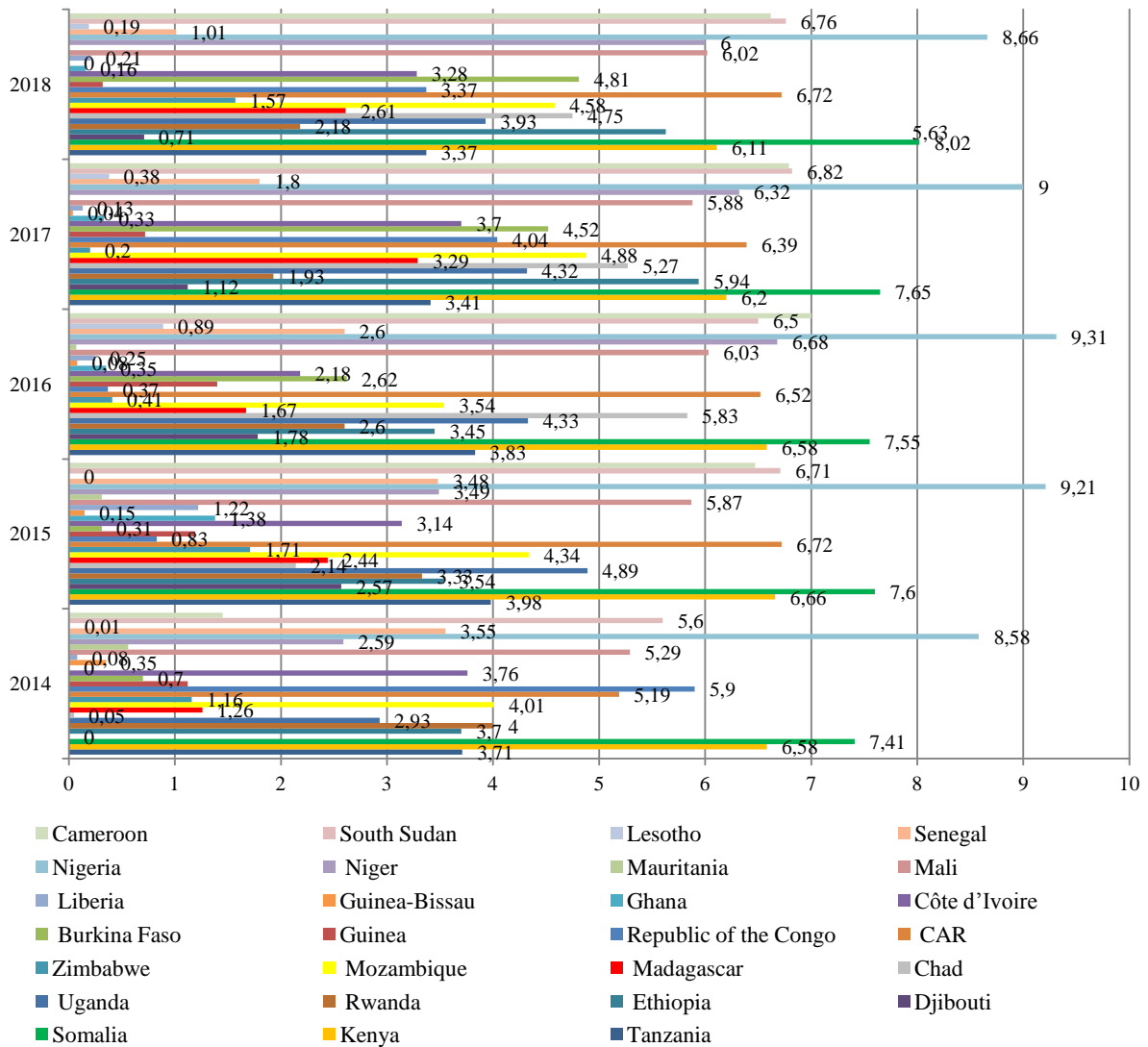


**Figure 2. Dynamics of the terrorism index in the Middle East and North Africa in 2014-2018**

Among the countries of East, West and Central Africa (Fig. 3), the index of terrorism with the highest impact was found in Nigeria, as during 2014-2018 the index ranged from 8.58 to 9.31, which indicates a relatively large number of terrorist attacks, which occurred during the study period, which led to a massive number of injured and injured and caused significant material damage.

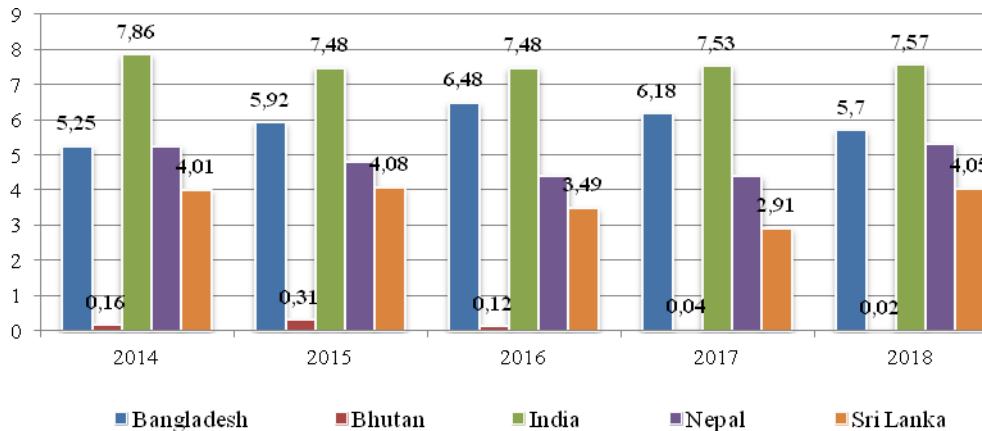
Countries with a high impact of terrorism during the study period are: Tanzania, Kenya, Somalia, Ethiopia, Uganda, Mozambique, CAR, Côte d'Ivoire, Mali, Niger, South Sudan, Rwanda, Chad, Madagascar, the Republic of the Congo and Senegal. In Tanzania, the terrorism index during 2014-2018 ranged from 3.37-3.98, in Kenya in the range of 6.11-6.66, in Somalia in the range of 7.41-8.02, in Ethiopia in the range of 3, 70-5.94, in Uganda in the range of 2.93-4.89, in Mozambique in the range of 4.01-4.88, in the Central African Republic in the range of 5.19-6.72, in Côte d'Ivoire in in the range of 2.18-3.76, in Mali in the range of 5.29-6.03, in Niger in the range of 2.59-6.68, in South Sudan in the range of 5.60-6.76, in Rwanda in the range of 1.93-4.00, in Chad in the range of 2.14-5.83, except in 2014, when the terrorism index was 0.05, in Madagascar in the range of 1.26-3.29, in the Republic of the Congo in the range of 3.37-5.90, in Burkina Faso in the range of 2.62-4.81, except in 2014 and 2015, where the index was 0.70 and 0.31, respectively, in

Senegal the index ranged from 1.01 -3.55, these values indicate a large number of terrorist attacks and casualties.



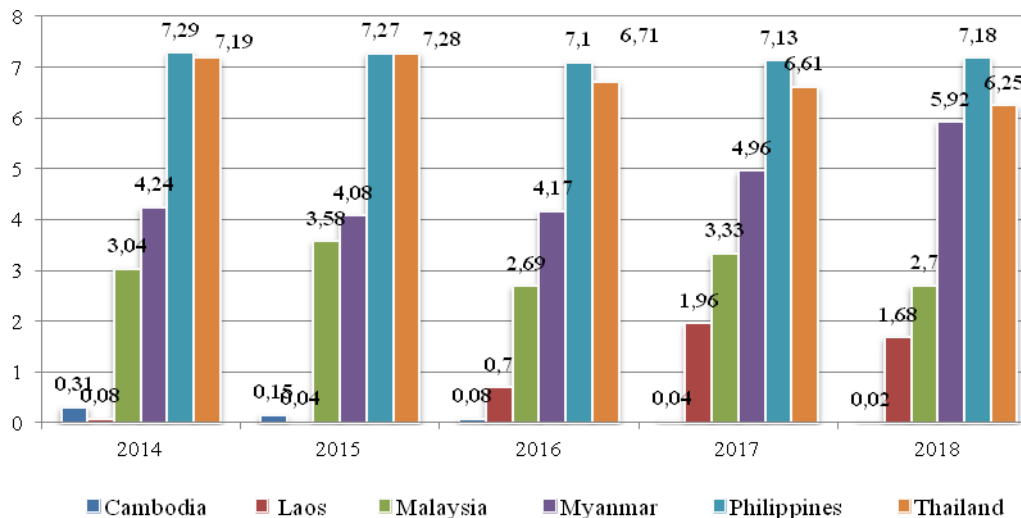
**Figure 3. Dynamics of the terrorism index among the countries of East, West and Central Africa in 2014-2018.**

The low impact of terrorism was found in Djibouti, Zimbabwe, Guinea, Ghana, Guinea-Bissau, Liberia, Mauritania and Lesotho, as in Djibouti the index was in the range of about 0.00-1.78, except for a single value of 2.57 in 2015. year, in Zimbabwe the index was about 0.20-1.71, in Guinea in the range of 0.32-1.72, in Ghana in the range of 0.00-1.38, in Guinea-Bissau the index was in the range of 0.00 -0.35, in Liberia in the range of 0.08-1.22, in Mauritania in the range of 0.00-0.56, in Lesotho in the range of 0.00-0.89. This situation with relatively low impact is positive, as the number of terrorist attacks is insignificant and the number of injured is many times less than in countries with a high impact of terrorism.



**Figure 4. Dynamics of the terrorism index among the countries of South Asia in 2014-2018**

In Figure 4 shows the index of terrorism among the countries of South Asia, a high rate is concentrated in almost all countries studied, and the largest among them in India, because during 2014-2018 it ranged from 7.48 to 7.86. The growth of the index is observed in Bangladesh, as in 2015 this indicator increased by 0.67 points, in 2016 there was also an increase of 0.56 points, for the last 2017 and 2018 there was a decrease in the index by 0.30 and 0.48 points, which is a positive trend for the country as a whole. In Nepal, the terrorism index was at a fairly high level, as in 2014 the figure was 5.23, in 2015 the figure fell by 0.44 points, in 2016 the index decreased by 0.37 points, in 2017 the decrease was 0.03 points, at the end of 2018 the index increased by 0.91 points compared to the previous year. The high impact of terrorism is also characteristic of Sri Lanka, as in 2014 the index was 4.01 and at the end of 2018 was already 4.05. The smallest impact of terrorism was recorded in Bhutan, as the value of the index was less than 2.0 during the study period.



**Figure 5. Dynamics of the terrorism index in the countries of Southeast Asia in 2014-2018**

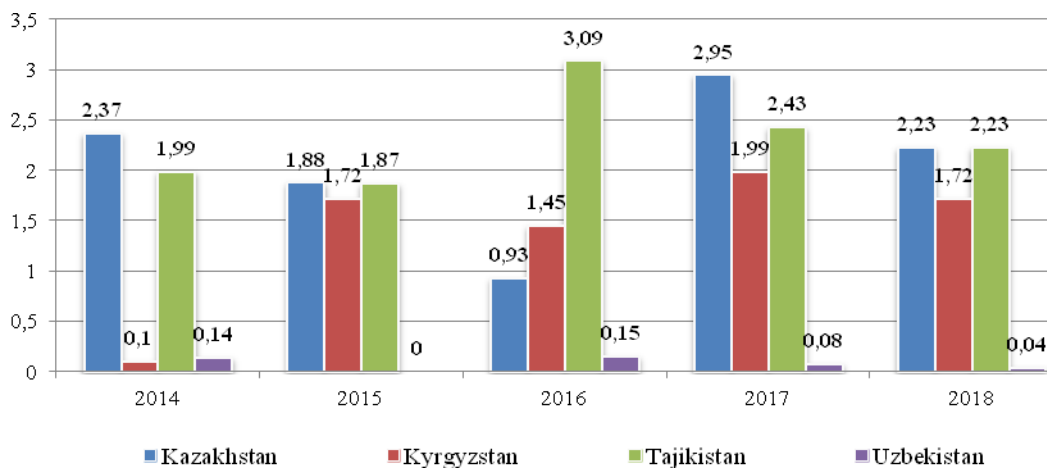
In the countries of Southeast Asia (Fig. 5) recorded an index of high and low values, namely

the Philippines and Thailand have high rates, because in the Philippines the terrorism index ranges from 7.10 to 7.29, and in Thailand in in the range of 6.25-7.28.

A significant increase in the rate of terrorism is inherent in the country of Myanmar, as in 2016 it increased by 0.09 points, and in 2017 the value increased by 0.79 points, and at the end of 2018 by another 0.96 points, which is a negative situation for the country associated with an increase in terrorist cases of various kinds.

In 2015, the terrorism index increased by 0.54 points in Malaysia, in 2016, on the contrary, the indicator decreased by 0.89 points, at the end of 2018 there is a positive trend to reduce the terrorism index by 0.63 points.

The smallest impact of terrorism was found among the studied countries of Southeast Asia in Cambodia, because the terrorism index ranges from 0.04 to 0.31.



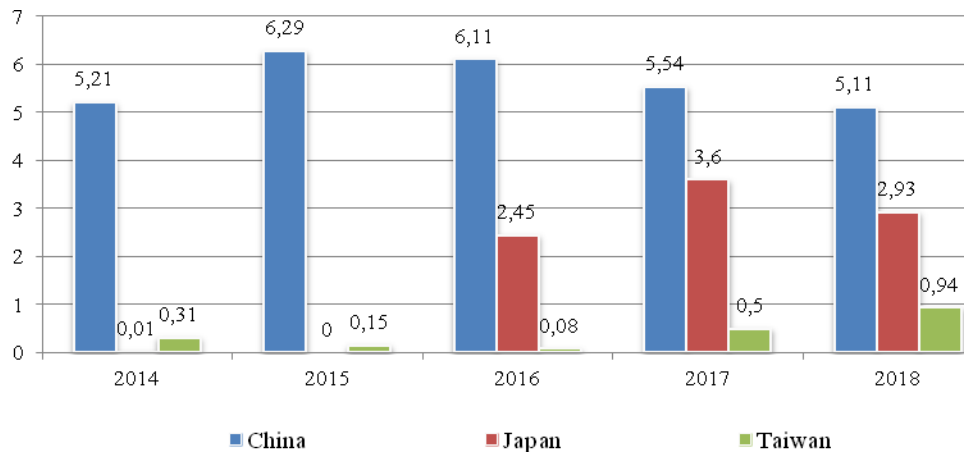
**Figure 6. Dynamics of the terrorism index in the countries of Central Asia in 2014-2018**

The rapid growth of the terrorism index for most of the studied countries in Central Asia (Fig. 6) was concentrated in 2017, namely in Kazakhstan in 2017 the figure was 2.95 and increased by 2.02 points, which is a negative trend for the country, in Kyrgyzstan was 1.99 and increased by 0.52 points, for the rest of the countries this year is characterized by a decrease in the terrorism index, as in Tajikistan the value of the index decreased by 0.66 points and in Uzbekistan by 0.07 points. In 2018, there is a decrease in the index of terrorism in Kazakhstan, which is 0.72 points less than in 2016, in Kyrgyzstan, a decrease of 0.27 points less, in Tajikistan, the index decreased by 0.20 points and in Uzbekistan, the index decreased by 0.04 points.

Although the figures are at a high level, the downward trend in 2018 indicates a decrease in terrorist attacks, a decrease in the number of wounded, injured and abducted as a result of terrorist operations in Central Asia.

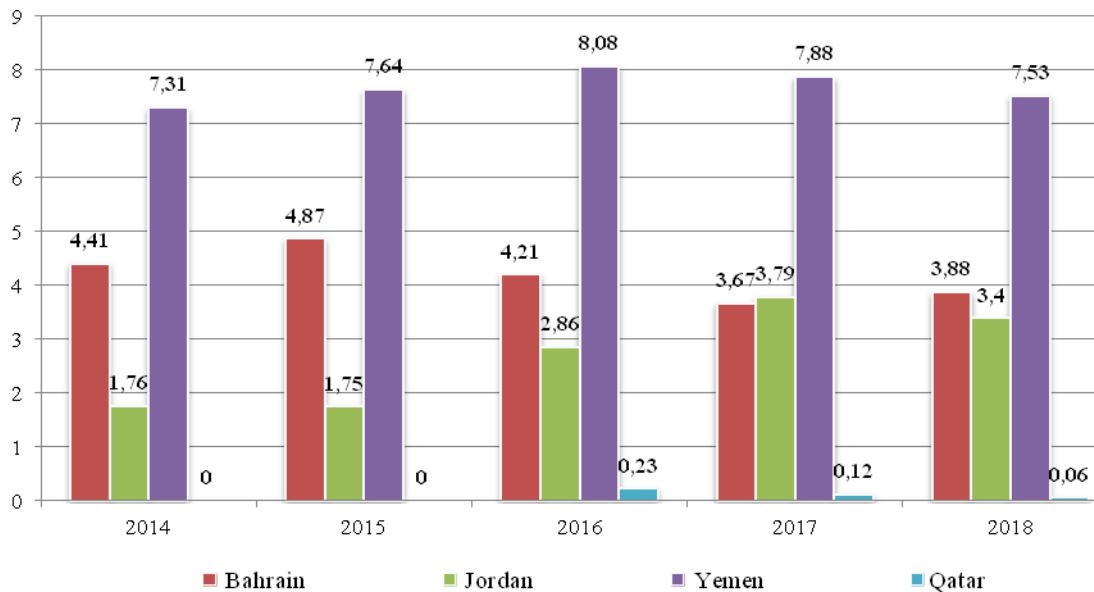
The high level of influence of terrorism among the countries of East Asia is observed in China, as during the whole period under study the indicator is in the range of 5.11-6.29 and is the largest among the other two countries.

The second largest index is Japan, the value of the index in 2016 increased by 2.45 points, the following year the index increased by another 1.15 points, and at the end of 2018 the figure decreased by 0.67 points.



**Figure 7. Dynamics of the terrorism index in the countries of East Asia in 2014-2018**

The third largest index is Taiwan, in this country the terrorism index is in the range of 0.01-0.94, namely in 2015 there is an increase in the index by 0.14 points, the following year there was a decrease in the index almost twice (0.08), in 2017 and 2018 the value of the index rose sharply by 0.44 and 0.42 points, respectively, compared to previous years, this trend increases, indicating a very negative situation in the country, directly in terms of increasing the number of terrorist attacks, wounded, killed attackers, hostages taken and an increase in material damage in the country as a result of terrorist acts.

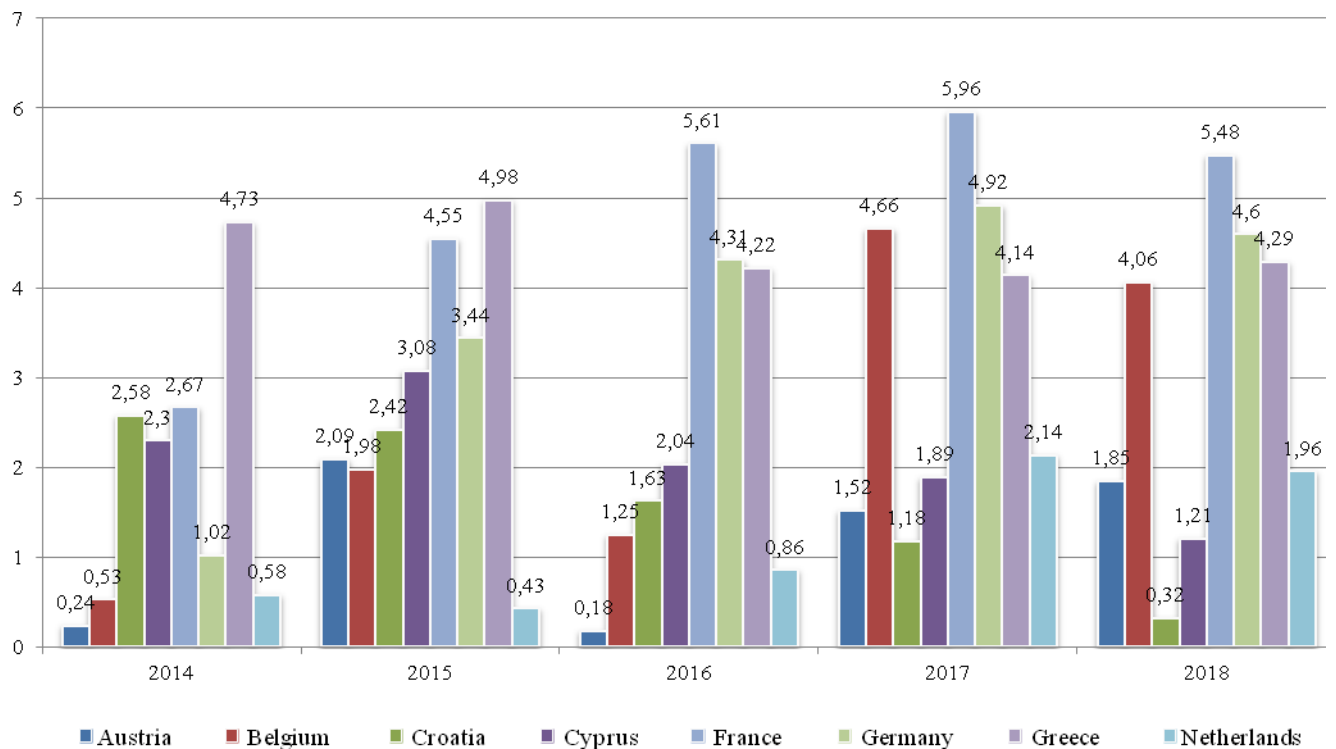


**Figure 8. Dynamics of the terrorism index in the countries of South-West Asia in 2014-2018**

Among the countries of South-West Asia, the high impact of terrorism (2-8) is typical for Bahrain, Yemen and Jordan, as in Bahrain in 2014 the figure was 4.41, in 2015 the figure increased by 0.46 points, since 2016 there has been a decrease indicator by 0.66 points, in 2017 by 0.54 points,

in 2018 the index was 3.88, which is 0.21 points less than in 2017.

In Yemen, the terrorism index had the highest values among the surveyed countries, as in 2014 the index was 7.31, in 2015 the index increased by 0.33 points, in 2017 the index had the highest value for the entire study period and was 8.08 at the end. In 2018, there is a tendency to reduce the index by 0.35 points compared to the previous year. In Jordan, the terrorism index fluctuated between 1.76 and 3.79 during the study period. In Qatar, the index of terrorism during the period under study was in the range of 0.00-0.23, indicating a low impact of terrorism on the country.



**Figure 9. Dynamics of the terrorism index in Western Europe in 2014-2018**

The high index of terrorism among Western European countries during the entire period under study is observed in the following countries: France, Greece and Germany, as in France the figure in 2014 was 2.67, in 2016 the index increased by 1.88 points, in 2017 year, the value increased by 1.06 points, at the end of 2018 the index was 5.48, in Greece the index in 2014 was 4.73, in 2015 it increased by 0.25 points, in 2016 and 2017 the indicator decreased by 0,76 and 0.08 points, respectively, at the end of 2018 the value increased by 0.15 points, although in Germany at the beginning of the study period the terrorism index was 1.02, but in 2015 the index began to grow and at the end of the study period was 4,60.

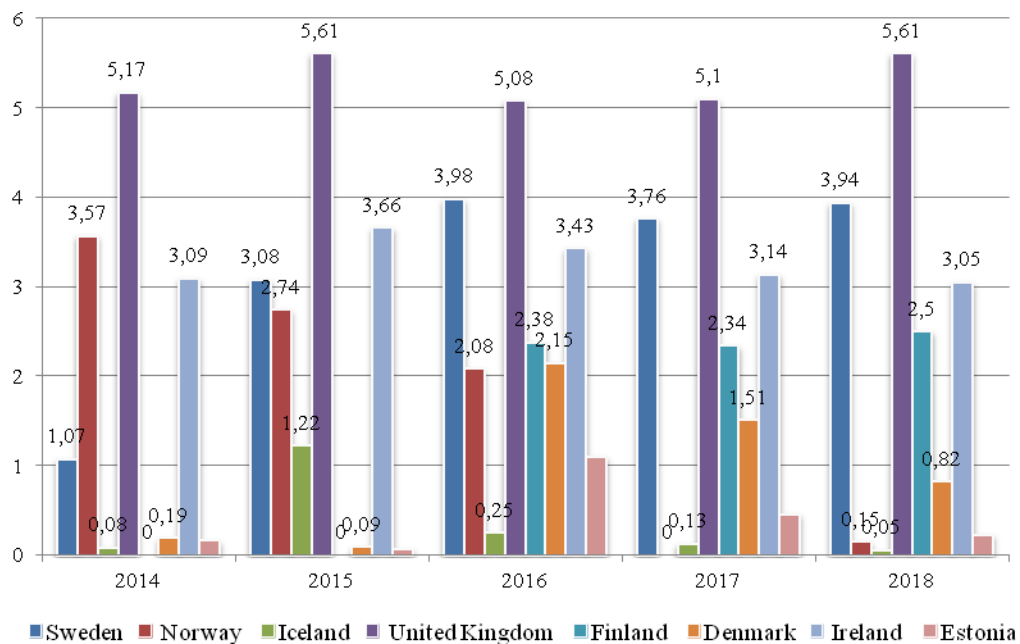
Significantly lower indicators of the terrorism index are observed in Austria, Belgium, Croatia, Cyprus and the Netherlands, because in Austria during 2014-2018 the index was in the range of 0.24-2.09, the largest increase was recorded in 2015, its value was 2.09. In Belgium, the index fluctuated in 2014-16 in the range of 0.53-1.25, and since 2017 there has been a rapid increase

of 3.41 points, and at the end of 2018 there was a decrease of 0.60 points. in Croatia there is a tendency to reduce the index of terrorism from 2015 until the end of the study period.

In Cyprus, there is a downward trend during 2016-2018, namely in 2016 the indicator decreased by 1.04 points, in 2017 by 0.15 points, and at the end of 2018 the index also decreased by 0.68 points.

In the Netherlands in 2015 the index decreased by 0.15 points, in 2016 and 2017 there was an increase in the terrorism index by 0.43 and 1.28 points, respectively, at the end of the study period the value decreased by 0.18 points compared to 2017, this indicates a positive situation and indicates a decrease in the number of terrorist attacks, wounded and injured in the country.

In the Nordic countries, the terrorism index was at a high level in most countries, namely in the UK, the index in 2014 was 5.17, and in 2015 there was an increase of 0.44, in 2016 there was a decrease of 0.53 points, in 2017, the indicator increased by 0.02 points, at the end of 2018 the index increased significantly by 0.51 points. In Norway, the terrorism index ranged during 2014-2018 in the range of 0.00-3.57, in Sweden the index ranged from 1.07 to 3.98, in Finland the figure was in the range of 0.00-2.50. Ireland during 2014-2018 is characterized by a high impact of terrorism, because during the period under study is in the range of 3.09-3.43.



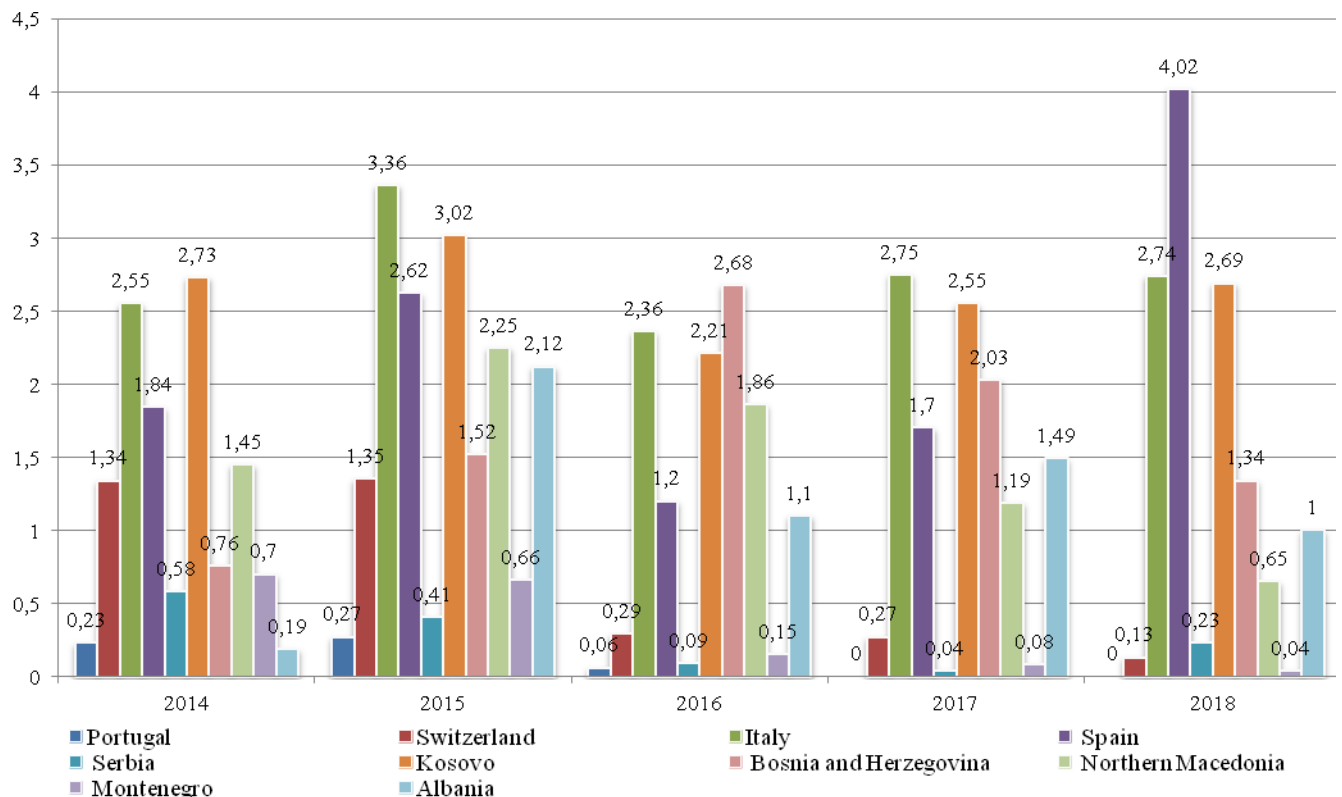
**Figure 10. Dynamics of the terrorism index in the countries of Northern Europe in 2014-2018**

In Iceland, the terrorism index ranged from 0.05 to 1.22. In Denmark, the index of terrorism in 2014 was 0.19, in 2015 the index decreased by 0.10 points, in 2016 there was an increase of 2.06 points, from 2017 the value began to decline until the end of 2018 was 0.82. In Estonia, the terrorism index in 2014 was 0.16, a significant increase in the index occurred in 2016, which was 1.10, at the end of 2018 the figure decreased by 0.23 points.

Among the countries of Southern Europe, the first country with a high impact of terrorism is Italy, because throughout the period the terrorism index ranged from 2.55 to 3.66. The next country with high influence is Kosovo, as the terrorism index of this country ranged from 2.21 to 3.02.

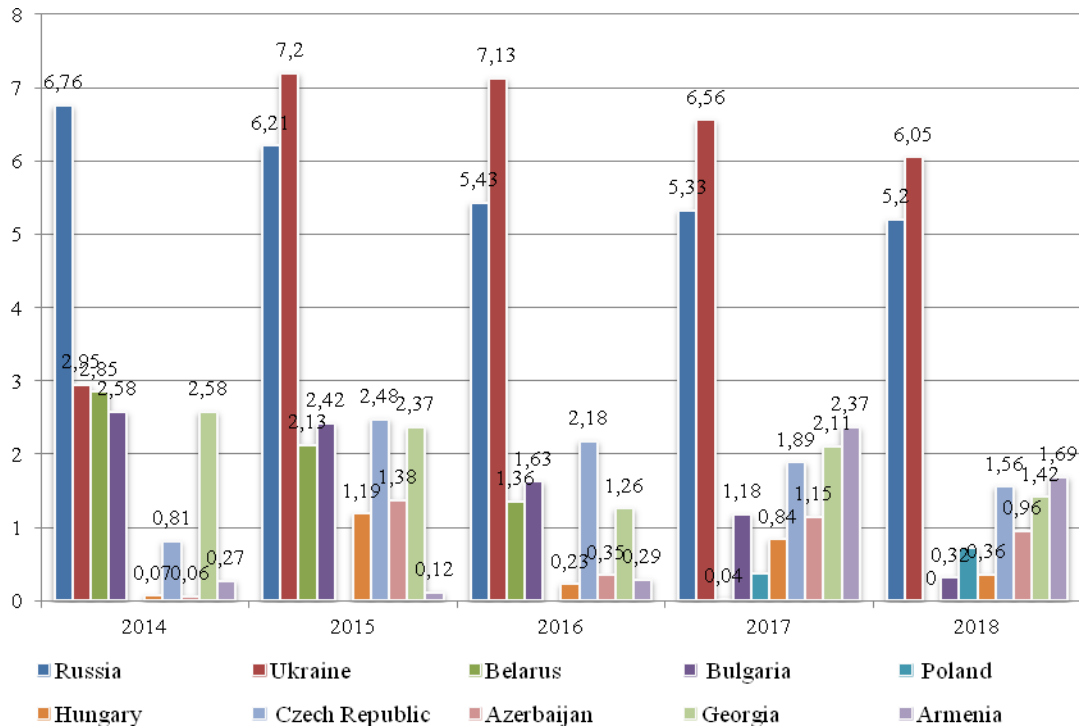


The following countries with low terrorism impact are: Portugal, Switzerland, Serbia, Bosnia and Herzegovina, Northern Macedonia, Montenegro and Albania. In particular, in Portugal the terrorism index in 2014 was 0.23, in 2015 the figure increased by 0.04 points, from 2016 the index began to decline and by the end of 2018 the figure was 0.00. The highest value of the index in Sweden was recorded in In 2015, which amounted to 1.35, at the end of 2018 the figure was 0.13, which is a value with a low impact of terrorism for the country. The tendency to decrease the terrorism index is observed in other countries studied, namely in Serbia the indicator decreased from 0.58 in 2014 to 0.23 in 2018, in Montenegro the index decreased from 0.70 in 2014 to 0.04 in 2018. , in Albania, the index decreased from 2.21 in 2015 to 1.00 in 2018.



**Figure 11. Dynamics of the terrorism index in the countries of Southern Europe in 2014-2018**

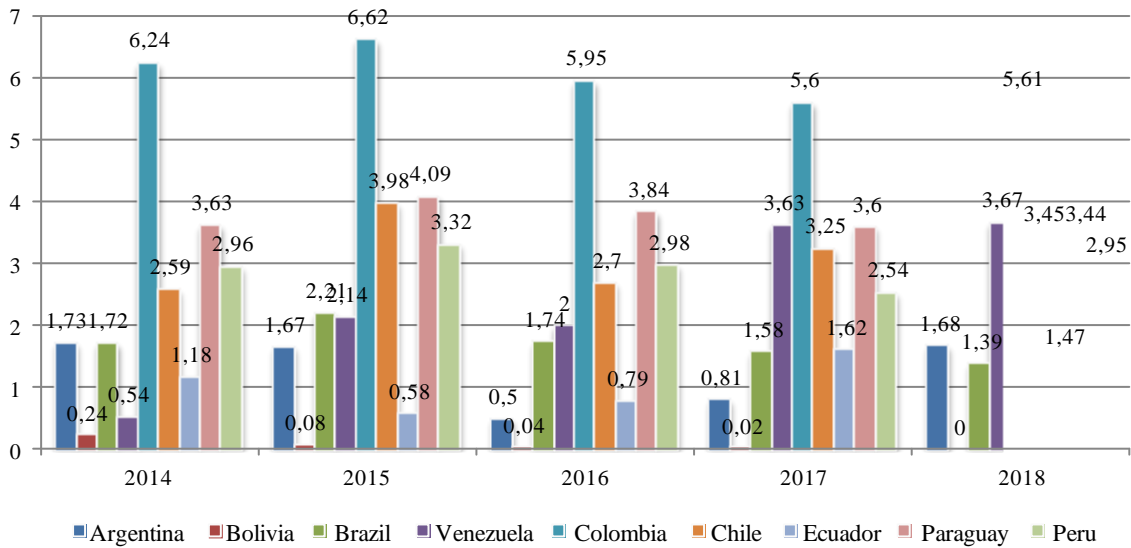
Regarding Bosnia and Herzegovina and Northern Macedonia, we see that Bosnia and Herzegovina increased its terrorism index in 2015-2017, by 0.76 points in 2015 and by 1.16 in 2016, which is a negative factor for the country. , in 2017 and 2018 the index decreased by 0.65 and 0.69 points, in Northern Macedonia only in 2015 the index increased by 0.80 points, since 2016 the terrorism index has decreased by 0.39 points in 2016 , by 0.67 in 2017, and by 0.54 points in 2018 compared to previous years. The decrease in the index indicates a stabilization of the situation with regard to terrorist attacks, and thus a reduction in the number of terrorist attacks on citizens of the country, a reduction in the number of killed and wounded and a reduction in material damage.



**Figure 12. Dynamics of the terrorism index in Eastern Europe in 2014-2018**

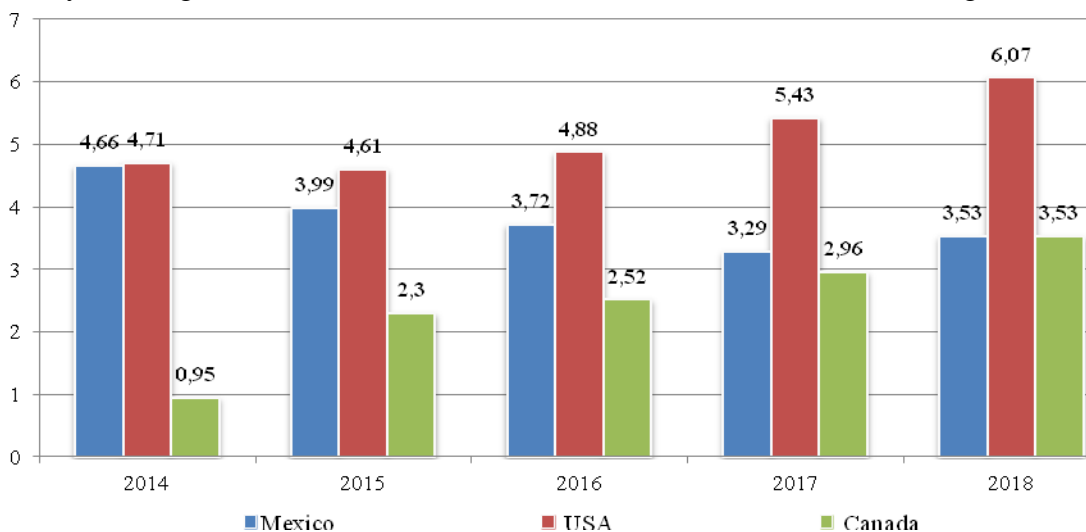
Throughout the study period, the highest terrorism index among Eastern European countries is observed in Russia and Ukraine, because in Ukraine in 2014 the terrorism index was 2.95, and in 2015 the index rose sharply to 7.20, the following year showed a slight decrease indicator by 0.07 points, in 2017 the index decreased by 6.56, which is 0.57 points less than in the previous year and at the end of 2018 the indicator also decreased by 0.51 points, although there is a downward trend Ukraine has a high impact terrorism due to the war in Donbass. In Russia, the terrorism index at the beginning of the study period was 6.76, starting from 2015 shows a decrease in the index, as in 2015 the indicator decreased by 0.55 points compared to 2014, in 2016 the decrease was 0.78 points. , in 2017 and 2018 the index decreased by 0.10 and 0.13 points, respectively.

The next country with a high level of terrorism is Belarus, as in 2014 the index was about 2.85, in 2015 the index decreased by 0.77 points, in 2016 there was a significant decrease to 0.04, and at the end of 2018 year, the impact of terrorism was not detected, as the figure was zero. In Bulgaria, the index fluctuated during the study period in the range of 0.32-2.58, in Poland during 2014-16, the terrorism index was zero, in 2017 and 2018 the value of the indicator was 0.38 and 0.72, respectively. In Hungary and the Czech Republic, there is a downward trend in the index from 2016 to the end of 2018. Azerbaijan has a low impact of terrorism, as its terrorism index during the study period ranged from 0.06 to 1.15. In Georgia, the situation is somewhat worse, as the terrorism index during 2014-15 was highly influential, but at the end of 2018 the index decreased by 0.69 points and the impact became low, and thus the number of terrorist attacks in the country decreased. In Armenia, the terrorism index had a low impact, except for 2017, when the index was 2.37.



**Figure 13. Dynamics of the Terrorism Index in South America in 2014-2018**

In Figure 13 the index of terrorism among the countries of South America is presented. The high impact of terrorism is characteristic of the following countries: Colombia, Paraguay, Chile, Peru and Venezuela. In particular, in Colombia, the terrorism index ranged from 5.60 to 6.62 throughout the study period. The downward trend in the terrorism index is observed in Paraguay, as since 2016 the indicator has decreased by 0.25 points, in 2017 by 0.24 points, and at the end of the study period by 0.16 points. In Chile, the terrorism index in 2015 reached the highest value, which amounted to 4.09, in 2016 the figure decreased by 1.28 points, and from 2017 to the end of 2018 recorded an increase of 0.55 and 0.20 points in accordance. In Peru, the index of terrorism during the study period reached the size of 2.54-3.32. As for Venezuela, during the period under review, the terrorism index rose from a low level of influence to a high one, which has a negative impact on the situation in the country, as a high rate indicates an increase in terrorist attacks and deaths in general.

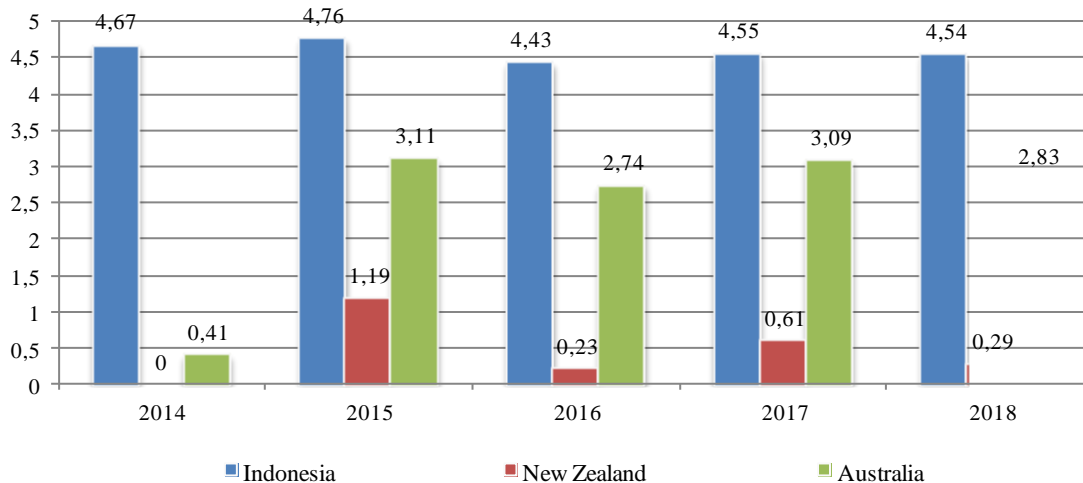


**Figure 14. Dynamics of the Terrorism Index in North America in 2014-2018**

The lowest impact of terrorism is observed in countries such as Argentina, Bolivia, Brazil and Ecuador. After all, during 2014-2018 the index of terrorism in Argentina was in the range of 0.81-1.73, in Bolivia in the range of 0.00-0.24, in Brazil in the range of 1.39-2.21, in Ecuador in the range of 0,58-1.62.

The North American countries surveyed have a high-impact index of terrorism, as during 2014-2018 their value fluctuated in the range of 2.30-6.07. In particular, in Mexico, the index of terrorism in 2014 was 4.66, the following year the figure fell to 3.99, which is 0.67 points less than in 2014, since 2016 there has been a decrease in the index by 0.27 points, and in 2017 by 0.43 points, and at the end of the study period there is an increase in the index by 0.24 points.

As for the study of the US terrorism index, its value has grown significantly since 2016 and amounted to 0.27 points, in 2017 the index increased by 0.55 points, at the end of 2018 the figure increased by 0.64 points and was equal to 6,07. A similar growth situation was recorded in Canada, the terrorism index increased in 2015 by 1.35 points compared to 2014, in 2016 the increase was 0.22 points, in 2017 by 0.44 points, at the end of the study period the increase was 0,57 points.



**Figure 15. Dynamics of the terrorism index in Australia and Oceania in 2014-2018**

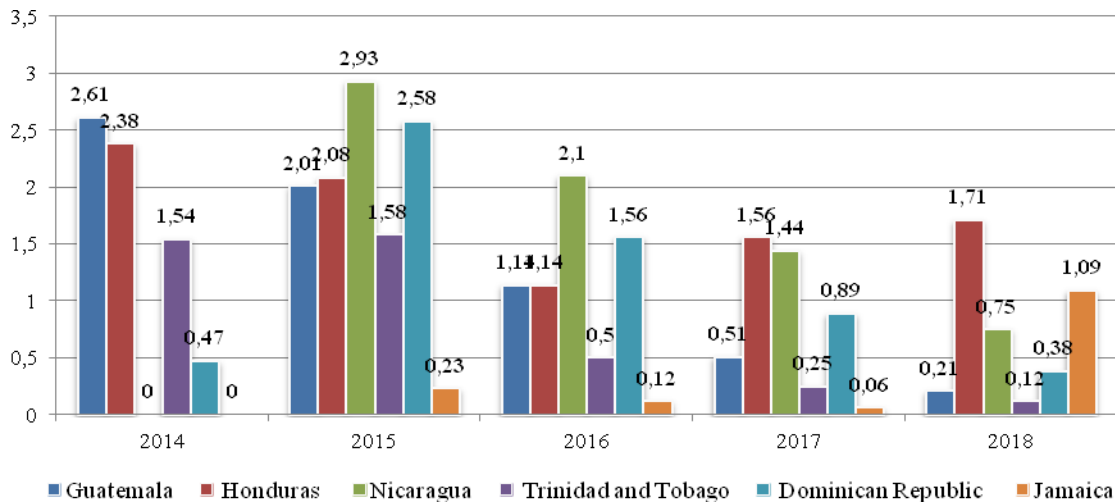
Among the studied countries of Australia and Oceania, where terrorist attacks occur periodically, the high impact of terrorism was recorded in Indonesia, because throughout the period the index of global terrorism ranged from 4.43 to 4.76.

The next country to study the value of the terrorism index is Australia. In Australia in 2015 there was a significant increase in the index by 2.70 points. in 2016, on the contrary, the indicator decreased by 0.37 points, at the end of 2018 the index also decreased by 0.26 points compared to 2017.

The lowest value of the index is New Zealand, this country has a tendency to increase rapidly in 2015, because this year the terrorism index increased by 1.19 points compared to 2014, in 2016 there was a significant decrease in the index by 0.96 points, at the end of the study period, a decrease of the index by 0.32 points was also registered.

The first largest index of terrorism among the countries of Central America and the Caribbean is Nicaragua and the Dominican Republic, as in 2015 these countries have a high impact of terrorism, which was in Nicaragua - 2.93 in the Dominican Republic - 2.58, in subsequent years

concentrated a sharp decline in the terrorism index to 0.75 and 0.12 in 2018, which is a generally positive trend for both collapses as a whole.



**Figure 16. Dynamics of the Terrorism Index in Central America and the Caribbean in 2014-2018**

The downward trend is observed for the rest of the studied countries during 2014-18, namely in Guatemala the index decreased from 2.61 in 2014 to 0.21 in 2018, in Honduras the indicator decreased from 2.38 to 1.71 in 2018 in Trinidad and Tobago, the index decreased from 1.54 in 2014 to 0.12 in 2018, in Jamaica, the decrease was slightly increased in 2015 by 0.23 points, in recent years since 2016, the index has halved, at the end of the study period, the figure increased significantly by 1.03 points compared to 2017.

## CONCLUSIONS

Terrorism has become one of the most dangerous security challenges to society. Terrorist acts are becoming more and more large-scale in the pursued goals and forms of manifestation. Terrorism has been able to use the achievements of science and technology for its criminal purposes, which threatens irreversible consequences. Many countries around the world have repeatedly been the target of terrorist attacks. Unfortunately, there is currently no improved way to combat this type of crime, but it is possible that in the future, at the stage of completing the transition from industrial to information society, there will be an effective solution to this problem.

The results of a critical analysis of the terrorism index are important for assessing the security situation around the world, as they help determine the level of protection or insecurity of certain countries. With this kind of information, Ukraine will be able to choose the right strategy in the fight against terrorism as a threat to national security.

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