

PUBLIC ADMINISTRATION AND ITS ROLE IN CIVIL SOCIETY

Latkovskiy P. P.

INTRODUCTION

Public administration plays a special role in civil society, being an integral part of the public administration system. Public administration is aimed at the activities and formation of the management elite in order to ensure the interaction of the interests of civil society, business, politics, and to develop and make strategic decisions based on the use of modern innovative technologies¹.

Public administration is considered as an activity of subjects of public administration regulated by laws and other normative legal acts, which is aimed at making administrative decisions; provision of administrative services; implementation of internal administration of the subject of public administration².

It is not necessary to prove that economic development is largely determined by the effectiveness of the application of legal norms and instruments of public administration in general and the exercise of executive power in the field of social production. The period of opposition of economic and administrative methods of management, having exhausted itself, left the theoretical ruins of the concept of efficient management. The fact that neither those nor other methods did not bring the expected economic prosperity and the corresponding social results, has been repeatedly noted in scientific research.

Discredited economic methods and outdated administrative instruments created a kind of congestion in the development of the theory of management of social production, which required to be overcome as soon as possible. Obviously, the assumption about the possibility of opposing economic and administrative methods of managing the national economy became erroneous. In the legal sense, it is economic methods that have given rise to a large and diverse administrative and legal tools for regulating economic relations³.

¹ Tamara Latkovska, Lyubov Bila-Tiunova Political and economic governance: a comparative analysis of Eastern European countries and Ukraine. *Baltic Journal of Economic Studies*. Volume 5 Number 3. Riga: Publishing House «Baltija Publishing». 2019. P. 91–98.

² Атаманчук Г.В. Теория государственного управления: курс лекций. 4-е изд., дополн. Москва: Омега-Л, 2006. 584 с.

³ Запольский С.В. Эффективность администрирования в управлении экономикой. Правовая информатика. № 3. 2017. С. 4–13.

In addition to the unknown in Soviet times, business taxation on the models of the most developed countries, the new regime of regulation of banking relations and much more related to market principles of management, received a new sound administrative and legal regulation of executive authorities of general competence, sectoral and functional media power in public administration of economic development. Granting business entities – enterprises, banks, small businesses broad powers of the market type required legal certainty in the regulation of civil (horizontal) relations of economic turnover, and administrative (vertical), which link business entities with the executive authorities, administering economic development.

It should be noted that the subject of public administration is a person who acts as a participant in administrative and legal relations and is endowed with the powers within which he carries out public administration (performs executive and administrative activities and provides administrative services) in the field of property protection, is an independent subject of responsibility, has its own tasks and functions aimed at protecting property rights as a public good.

In addition to the governing bodies, civil society is also a subject of public administration. Various aspects of the implementation of key priorities for the development of civil society are set out in the National Strategy for the Development of Civil Society in Ukraine for 2016–2020⁴.

Civil society in Ukraine has always played a special role. The Mass People's Movement of Ukraine prepared society for a positive vote for Ukraine's independence after the collapse of the Soviet Union. And in independent Ukraine, the role of civil society at certain stages of its history was crucial. It was civil society at the crucial stages of history that saved the country from the threat of an authoritarian regime (the Orange Revolution), from the change in the pro-European vector of development (the Revolution of Dignity). And after Russia's aggression, Ukraine, in the complete unpreparedness of the army, is unlikely to paralyze state institutions whether it would be able to defend its independence without activating civil society, without the volunteer movement, volunteers at the front, raising funds for the army, and so on.

Undoubtedly, 2019 will go down in the history of Ukraine as a year of significant and unpredictable changes, which some experts even call an «electoral revolution». The composition of the Verkhovna Rada of Ukraine

⁴ Про сприяння розвитку громадянського суспільства в Україні: Указ Президента України від 26.02.2016 р. № 68/2016. URL: <https://www.president.gov.ua/documents/682016-19805>.

was renewed by 80%, and a new government was formed⁵. Today there is an active search for forms, methods and opportunities for interaction and cooperation between civil society and government. Therefore, the question of the role of public administration in civil society remains an important issue.

1. Principles of public administration in civil society

The state separated from society at a certain stage of its maturity and, of course, depends on the development of society. As society develops, its transition from the lowest degree to the highest, the state changes. With the improvement of society, the state becomes democratic (it exercises democracy, economic freedom, individual freedom), and with the formation of civil society, the state becomes legal.

The basis of civil society is law-conscious citizens and their voluntary associations, the existence of which is regulated not by political power but by self-government, free will of citizens and legal law. Civil society has a complex and fluid structure: it is a complex of social groups, individuals, their associations and institutions (family, school, church, voluntary associations, clubs, unions, NGOs, movements, political parties), the interaction of which is regulated right. The essence of civil society is that it is the result of the coordination of interests and relations that are formed between individuals and the associations created by them, which exist and operate in market conditions.

The system of public administration as a mechanism for regulating the life of the society, state-organized human communities significantly affects how successful countries as a whole. The most developed are among the most developed, including Japan, Canada, the United States, Great Britain, Switzerland, Germany, Norway, Australia, Sweden, France, Austria, or those who have made significant progress in their development, including Latvia, Lithuania, Estonia, Finland, Poland. These states compete with each other: who will have the best economic development indicators, who will have the best medicine, education, ecology, and, ultimately, the quality of life of the average citizen in general. Ethiopia, Mali, and some other African countries are considered «the worst places to live». At the same time, there are states that are not rich in natural resources, but successful, which are territorially large, but successful, which belong to the free economic space, but not successful⁶.

⁵ Громадянське суспільство України: політика сприяння та залучення, виклики та трансформації: аналіт. доп. / Яблонський В.М., Бекешкіна І.Е., Гелетій М.М. та ін.; за заг. ред. О.А. Корнієвського, Ю.А. Тищенко, В.М. Яблонського. Київ: НІСД, 2019. 112 с.

⁶ Генезис наукового розуміння поняття публічного адміністрування в світі та Україні. URL: http://investplan.com.ua/pdf/19_2018/25.pdf.

As for Ukraine, the development of the state, democratization of Ukrainian society and the development of a modern system of public administration necessitates the introduction of new values and principles of public management in the activities of government institutions. In particular, the need to consider the issue of public administration efficiency after the crisis of the revolutionary events of 2013–2014 became especially noticeable.

Difficult times came in 2020. The International Monetary Fund predicts that due to the COVID-19 pandemic and quarantine measures in most countries, the world economy will fall by 3% this year. In developed countries, the fall is expected to be twice as large – more than 6%. The IMF estimates that the total loss of the world economy this year will be about \$9 trillion. This is more than the economies of such powerful countries as Japan and Germany combined⁷. However, the peculiarity of the economic crisis caused by the spread of coronavirus is that at the same time large losses are borne by both developed and developing countries. Given the situation in which our country finds itself, the Verkhovna Rada of Ukraine changed the budget for 2020 and significantly cut spending to create a special fund to combat coronavirus.

It is assumed that the fund will finance the following needs:

- additional surcharges to the salaries of medical and other workers who directly fight the spread of coronavirus, as well as surcharges to the salaries of certain categories of workers who provide for the livelihood of the population;
- providing financial assistance to citizens, in particular the elderly, in connection with the negative consequences of the spread of coronavirus;
- providing one-time cash benefits to family members of medical and other health care workers who have died of coronavirus, granting a transfer to the Pension Fund of Ukraine;
- providing financial assistance on a revolving or non-repayable basis to the Social Insurance Fund of Ukraine and the Fund of Compulsory State Social Insurance of Ukraine in the event of unemployment;
- replenishment of the reserve fund of the state budget.

Solving these problems requires a significant improvement in the organization of public administration and local government, leads to increased requirements for the level of professional training of the management elite. The substantiation of these measures should be preceded by scientific research of existing models of decentralized public administration in developed countries, as well as the practical

⁷ URL: <https://www.bbc.com/ukrainian/news-52283789>.

implementation of the requirements and principles of public administration, which are successfully applied in foreign countries.

It is well known that any activity is based on the relevant fundamental principles, which are commonly called principles: general (democracy, legality, publicity, public participation, etc.) and special (industry, territoriality, functionality). Considering Ukraine's European integration aspirations, the principles of European administrative law, European administrative space, in particular the principles of good administration, good governance, which serve as guidelines for state and legal reforms for most countries of the world, deserve attention⁸.

Among the European principles of public administration are the following:

1) the rule of law means legal stability and predictability of administrative actions and decisions based on the law;

2) the principle of openness and transparency provides the possibility of supervision over state administrative activity, its results in terms of their compliance with existing legal norms;

3) accountability of public administration bodies to judicial bodies and administrations presupposes observance of the rule of law in administrative activity;

4) productivity in the use of state resources and efficiency of state policy implementation.

The general principles of public administration are:

1) the priority of public policy. In this context, the concept of policy means the direction of the state, defining the principles, its goals, objectives, basic forms and methods of management. Politics is a form of generalization and expression of interests and will of representatives of individual social groups or society as a whole. The political course (strategy) developed by the highest authorities and management is the most important factor of coordination of activity of subjects of management at all levels. The economic, social, cultural, scientific and technical and other types of policy formulated by the central bodies of the state serve as a basis of administrative and state management in all its aspects;

2) management system – information system, its activities directly depend on what information is used by the managing entity. To govern society and the state means to act with reliable and objective information. The principle of objectivity is one of the leading in the system of public

⁸ Принципи Європейського адміністративного простору та їх реалізація в Україні. URL: http://www.vjhr.sk/archive/2015_5_1/3.pdf.

administration. To adhere to this principle means to proceed from the real state of affairs, and not from conditional predictions; constantly analyze management actions, make decisions on their compliance with the objectives of the state, the law and the interests of the population;

3) the principle of entropy economy. The concept of entropy in the theory of social management denotes the degree of uncertainty of the situation. The principle of entropy economy characterizes the conditions of ordering the system. The smaller the measurement of entropy, the higher the orderliness of the social system;

4) the principle of least action. Its essence is the ability to select from a possible arsenal of managerial influences those that result in a minimal measurement of entropy. In other words, the transition of the managed object to the planned state is carried out with the least destruction. Focus on the evolutionary development of social life (excluding revolutions and coups);

5) public administration – purposeful activity. Means the rational use of time is one of the main objective factors of public life;

6) public administration is not a comprehensive activity. Its scope is limited to the self-organization of civil society;

7) the principle of feedback – one of the main elements of the managerial subjective-objective relationship. The principle requires the managing entity to constantly monitor how the management responds to its actions.

Ukraine's transformation over the years has posed new priorities and challenges to government, business and the public. One of such challenges is the development and efficiency of public administration in Ukraine as a catalyst for the development of territorial communities, regions and states in general, not only in terms of infrastructure, but also in the development of relations and dialogue between society, public institutions and business⁹.

Under such conditions, the issue of transition from the concept of «public administration» (where the state is the main leading subject of social development and regulation of public relations) to the broader European concept of «public governance» is becoming extremely important for Ukraine in view of the chosen European integration course of our countries. under which the processes of social development are regulated by the whole system of institutions of public power, including civil society, business, etc. on an equal partnership with institutions of state power¹⁰.

⁹ Публічне адміністрування в Україні. Економіка та управління підприємствами. Вип. 34. 2018. С. 87–91.

¹⁰ Генезис наукового розуміння поняття публічного адміністрування в світі та Україні. URL: http://investplan.com.ua/pdf/19_2018/25.pdf.

Today, one of the most important tasks of state development is to ensure and increase the efficiency of public administration at the local level, as the relationship between effective public administration and local economic development is the key to achieving Ukraine's strategic goal of integration into the European space. The importance and scale of administrative reform, the need to improve the mechanism of legal regulation of public relations, including those in the field of public administration in Ukraine, bringing the management system in line with the current level of relations between the individual and the state involve in-depth research¹¹.

Public power is aimed at resolving public affairs, extends on a territorial basis, it is subject to all who are in a certain «subordinate» territory. It is carried out by a special stratum of people who are professionally engaged in management and make up the apparatus of power. This apparatus subordinates all elements of society, social groups to their will, governs on the basis of organized coercion. The apparatus of public power exists and functions at the expense of taxes on the population and is designed to act in the public interest. But the apparatus, and above all its leadership, reflect the interests of society as they understand them. More precisely, in a democracy, the apparatus only under the pressure of civil society reflects the real interests of most social groups, and in authoritarianism, the rulers personally determine what the interests and needs of society¹².

Public power can take two forms: state power and local self-government (municipal power). Local government is characterized by some features:

- its source is the people, and the primary carrier – the territorial community;
- it applies only to the territory of administrative-territorial units;
- its bodies act on behalf of the territorial community, not the people or the state;
- material and financial base of its bodies consists of communal (municipal) property and local (municipal) budget;
- its organs are connected more closely with the population;
- in the system of its bodies there is no rigid hierarchy and subordination.

The Law of Ukraine «On Local Self-Government in Ukraine» of 21.05.1997 clearly defines: local self-government in Ukraine is a state-guaranteed right and real ability of a territorial community – villagers or voluntary association of residents of several villages, settlements, cities – independently or under the responsibility of bodies and officials of local self-

¹¹ URL: http://bses.in.ua/journals/2018/34_2018/19.pdf.

¹² URL: <http://dspace.knau.kharkov.ua/jspui/bitstream/123456789/PDF>.

government to resolve issues of local importance within the Constitution and laws of Ukraine¹³.

Local self-government is exercised by territorial communities of villages, settlements, cities both directly and through village, settlement, city councils and their executive bodies, as well as through district and regional councils, which represent the common interests of territorial communities of villages, settlements and cities.

The specificity of the current situation in Ukraine comes down to the fact that there is a dual process of formation of both civil society and the rule of law, where civil human rights are subject to the rules of international law. This means:

- exclusion of any discrimination on the basis of national-ethnic, political, religious, sex and age;
- reliable legislative protection of the person and dignity of the citizen, inviolability of his home and property, freedom of choice of residence, departure or entry into the country, secrecy of correspondence and telephone conversations, freedom of speech, press, information;
- a person is given the right to freely express their worldview and spiritual interests;
- comprehensive protection of civil rights by the judiciary and public organizations.

Our legislation should be improved gradually and purposefully. And it is clear that it cannot be created by itself, in the higher spheres of politics, and life cannot develop by itself, in the opposite direction. Such a situation exists only when there is no civil society. The rules of law are not born from above, but in civil society itself. These rules are the rule of law as a measure of will. The rule of law will apply only if there is a mechanism for its implementation.

It should be noted that the Constitution of Ukraine does not contain anything about civil society, the formation of which should ultimately be aimed at the entire state and legal mechanism. It is impossible to convey to people the essence of the benefits of the rule of law without linking it to civil society, which is the guarantor of the protection of its members from the interference of state institutions in their private and private lives.

In Ukrainian society, human rights are an important value standard, which, unfortunately, has a very declarative content: although they are enshrined in the Constitution of Ukraine, but they are still difficult to

¹³ Про місцеве самоврядування в Україні. Закон України № 280/97-ВР від 21.05.1997 р. *Відомості Верховної Ради України*. 1997. № 24. ст. 170.

implement because the state and society are unable to develop effective legal mechanisms for their recognition, legalization, implementation, guarantee, protection and defense. And the reason is not only in the historical traditions of Ukrainian society, where human rights did not occupy a worthy place in public consciousness or in the practice of the state, but in an unstable situation of transition, improper legal awareness of citizens, their legal nihilism and infantilism¹⁴.

It is necessary to resolve the issue of delimitation of property, powers of bodies and territories of relevant territorial communities, clearly identify additional sources of local budgets, create the necessary mechanisms for inter-budgetary relations between local governments, etc.

The modern Ukrainian reality shows a violation of human ties with the social world. It is characterized by the loss of state control over public affairs and processes; inefficient use of taxpayers' money; reducing the quality of services provided to the population; increasing bureaucracy in decision-making; a significant drop in public confidence in public authorities; manifestations of dysfunction in management, etc¹⁵.

Therefore, it is no coincidence that at the present stage the question arises about the need to increase the efficiency of government in general, the transition to new models of public administration («new public management»), which have:

- 1) to introduce forms of management, which, in contrast to the traditional bureaucracy, are focused on the consumer, the market and its own employees, ie to make the transition from administration to management;
- 2) pay much more attention, compared to the traditional model, the achievement of results and personal responsibility of managers;
- 3) be aimed at creating more flexible organizations;
- 4) pay considerable attention to a clear and unambiguous definition of organizational and personal goals;
- 5) abandon the principle of clear division of political and administrative activities;
- 6) be focused on the use of certain market methods in their activities;
- 7) maintain the tendency to reduce the degree and scope of influence of the authorities, which is facilitated by privatization, widespread use of external contractors and subcontractors, tenders, etc. measures.

¹⁴ URL: <http://eprints.kname.edu.ua/35679/1/%D0%9A%.pdf>.

¹⁵ Нагаев В.М. Публічне адміністрування: електронний навчальний посібник. Харків: ХНАУ, 2018. 278 с.

2. Innovative tools of public administration in civil society

An essential component of the activities of public authorities in both the world and the EU is the provision of administrative services. This issue is also relevant for Ukraine, because the modernization of administrative services is one of the priority areas of public administration reform. In highly developed countries, standards for assessing the quality of administrative services have become generally accepted, and Ukraine should use this experience in the activities of public bodies.

In the period of formation and development of the information society, the implementation of state functions at the appropriate level is impossible without the involvement of modern information technology systems and telecommunications networks. An important issue is the implementation of the principle of providing the necessary services and obtaining information. Therefore, today there is increased attention of the state to the formation of the latest information society, expanding the scope of application of information and communication technologies in the development of service-oriented state.

Electronic services are various types of tangible and intangible services provided in electronic form using computer information technology (ICT), including the Internet.

Approaches to the implementation of services in electronic form can be considered both at the state level and at the level of individual political institutions.

The benefits of providing services through interaction with customers through ICT have become tangible, especially in business. For business, the main factor for success is the speed and accuracy of collecting, processing and transmitting information and the possibilities of ICT are virtually unlimited. Given that the users of services in electronic form are enterprises, institutions and organizations, households and citizens, this type of service is multifunctional in nature and has a multidisciplinary direction.

The introduction of services in electronic form has allowed business organizations to change traditional services, separate them from the manufacturer, transport them at a distance and store them on low material costs on electronic media, limit personal contact with customers.

However, borrowing experience in using ICT to provide business services to the public sector alone does not address the need. This is only the initial stage at which there is a rethinking of transformational changes, goals and functions of the state, the formation of its own state concept of use and dissemination of ICT, which corresponds to the capabilities of the state and the realities of today.

Public services in electronic form are those services provided through the e-government system, as one of the priority tasks for the development of the information society is the provision of information and other services to citizens and legal entities through the use of the electronic information system e-government. which provides information interaction of executive bodies with each other, with citizens and legal entities on the basis of modern information technologies.

According to the Procedure for Provision of Information and Other Services Using the Electronic Information System «Electronic Government», there are four main sections: services for citizens, services for civil servants, services for legal entities and services for representatives of the international community¹⁶.

Despite the existence of legal documents governing the implementation of services in electronic form, there are some shortcomings in the definition and classification of services, some programs and documents are declarative in nature and «lack a clear logical chain: goals – objectives – results – short-term consequences – long-term consequences»¹⁷.

The law stipulates that an administrative service is the result of the exercise of power by an entity providing administrative services at the request of a natural or legal person, aimed at acquiring, changing or terminating the rights and / or obligations of such a person in accordance with the law¹⁸.

Administrative services in electronic form are divided by types of electronic submission, by field of activity, by form of ownership, by consumers, by place of receipt from the point of view of the client and from the point of view of involvement in the electronic service.

1. By types of electronic submission.

According to the Procedure for providing information and other services using the electronic information system «Electronic Government», there are four types of electronic submission of information services:

- informing (providing direct information about state (administrative) services);
- one-way interaction (the user is provided with the electronic form of the document);

¹⁶ Порядок надання інформаційних та інших послуг з використанням електронної інформаційної системи «Електронний Уряд». Наказ Державного комітету зв'язку та інформатизації України від 15.08.2003 р. № 149.

¹⁷ URL: https://pidruchniki.com/74963/menedzhment/menedzhment_organizatsiy_i_administruvannya.

¹⁸ Про адміністративні послуги. Закон України від 6.09.2012 р. № 5203-VI. *Відомості Верховної Ради України*. 2013. № 32. ст. 409.

- two-way interaction (the possibility of processing the electronic form of the document, including identification);
- conducting transactions (electronic implementation of decision-making opportunities and their delivery).

From the technological point of view, the provision of services of the first and second types in our country are completely solved, and the provision of services of the third and fourth types (which require identification of electronic parties and related to the use of electronic digital signature) need to be resolved.

2. According to the sphere of activity, administrative state services are divided into services:

- informational nature;
- consulting services;
- services for the preparation of political decisions or laws;
- services for interaction between institutions and organizations;
- assistance and assistance services;
- public order service services;
- services for the implementation of supervisory and control functions by government agencies.

In turn, the sphere of activity can be divided on the basis of the essence of the provision of administrative services in electronic form: a new type of activity, reorganization or reengineering of existing services.

3. According to the form of ownership, they are divided into services provided by CEBs and their enterprises, local government bodies, local governments and business organizations.

4. Consumers differ in services for public authorities, citizens and business organizations:

B2B (Business-to-Business, Business-Business) provides, first of all, various ways of electronic interaction between business organizations.

B2C (Business-to-Citizens) is characterized by the fact that the consumer of the service is a private person who, for example, sells goods and provides services via the Internet.

G2B (Government-to-Business) is a government procurement service. G2B includes all the relationships between business organizations and government agencies. For example, information on possible procurement by the authorities is published on the Internet, and companies can participate in the tender electronically. Currently, this type of e-services in Ukraine is in its infancy, but has prospects for development, provided that the authorities use their capabilities to support and develop e-commerce.

G2C (Government-to-Citizens) – various types of administrative services to the population in electronic form.

G2G (Government-to-Government) is the exchange of data through electronic exchangers between government departments.

This includes internal and interagency exchanges at the national level, as well as exchanges between national, regional and local levels.

C2C (Citizens-to-Citizens) – electronic auctions, bulletin boards, etc.

5. At the place of receipt from the point of view of the client.

The transition of the service to electronic form allows you to consider its provision from different positions for the client. The most important from the point of view of the client is the place of receiving the service.

The need to provide administrative and other public services in electronic form is caused by the development of the information society and public relations. To this end, the Cabinet of Ministers approved the Concept for the Development of the Electronic Services System in Ukraine¹⁹.

The purpose of the Concept is to determine the directions, mechanism and timing of the formation of an effective system of electronic services in Ukraine to meet the interests of individuals and legal entities through the development and support of accessible and transparent, secure and non-corrupt, least expensive, fast and convenient electronic services.

Ensuring coordination and control over the implementation of the Concept, implementation of action plans, monitoring of their implementation should be carried out by the central executive body, which ensures the formation of state policy in the field of administrative services, together with the central executive body, which ensures the formation of state policy. government.

To achieve the goal of the Concept, it is necessary to ensure the implementation of comprehensive measures in the following areas:

optimization of administrative services;

definition and planning of stages of development of the system of electronic services;

formation of a single information and telecommunication infrastructure that provides electronic services;

increasing the readiness of individuals and legal entities to use electronic services.

Implementation of the Concept will allow, in particular:

improve the quality of administrative services for citizens and businesses in accordance with European requirements;

¹⁹ Концепція розвитку системи електронних послуг в Україні. Розпорядження Кабінету Міністрів України від 16.11.2016 р. № 918-р.

to increase the efficiency of public authorities and local governments and achieve a qualitatively new level of government based on the principles of efficiency, effectiveness, transparency, openness, accessibility and accountability;

to ensure the necessary mobility and competitiveness of citizens and business entities in modern economic conditions;

reduce the risk of corruption in the provision of administrative services;

to improve the investment attractiveness, business climate and competitiveness of the state;

to stimulate the development of the information society in Ukraine.

Therefore, in order to prevent the negative consequences of inconsistencies between legislative acts and, consequently, chaos in their implementation, it is necessary to ensure a unified approach to the formation of public policy in the relevant areas of governance, clear application of current legislation.

At the same time, the established relationship between public authorities and the population, the ability of citizens to actively participate in management decisions using modern information technology will improve the quality of executive bodies and simplify the procedure for providing administrative services. A combination of innovative, managerial and information technologies is important for making managerial decisions in the field of public administration and public administration, which will ensure real interaction of civil society with political and business structures.

CONCLUSIONS

Civil society is a special subject of public administration. At all stages of the country's development, civil society has been a driver of progressive change and a guarantor of democracy and the European choice. At the same time, of course, it is necessary to take into account the fact that local self-government is an important functional component of civil society. It is through local self-government that the realization of everything related to the concept of local democracy begins, and local democracy is the basis of democracy as a whole.

For a radical change in the situation for the better, it is necessary that the concept of an administrative state give way to the concept of an effective state. At the same time, the main motive for the renewal of state institutions for the purpose of modern perception of the state by each of its citizens should be formulated as follows: «The state for the people, not the person for the state».

In the period of formation and development of the information society, the implementation of state functions at the appropriate level is impossible without the involvement of modern information technology systems and telecommunications networks. An important issue is the implementation of the principle of providing the necessary services and obtaining information. Therefore, today there is increased attention of the state to the formation of the latest information society, expanding the scope of application of information and communication technologies in the development of service-oriented state.

In order to prevent the negative consequences of inconsistencies between legislative acts, and hence the chaos in their implementation, it is necessary to ensure a unified approach to the formation of public policy in the relevant areas of governance, clear application of current legislation. When improving the procedures for providing services to the population, officials should take a balanced approach not only to the establishment of norms in the legislation, but also to the coverage of relevant information in the media.

SUMMARY

The role of public administration in civil society is studied. The principles of public administration in civil society are analyzed. It is noted that the development of a modern system of public administration necessitates the introduction of new values and principles of public management in the activities of government institutions. The general principles of public administration are revealed. It is established that it is necessary to increase the efficiency of public administration at the local level, as the relationship between public administration and local economic development is the key to achieving Ukraine's strategic goal of integration into the European space. Innovative tools of public administration in civil society are studied. It is noted that in the period of development of the information society the implementation of state functions at the appropriate level is impossible without the involvement of modern information technology systems and telecommunications networks.

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Information about author:

Latkovskyi P. P.,

PhD in Law, Assistant Professor,
Senior Lecturer at the Department of Constitutional,
Administrative and Financial Law
Chernivtsi Law Institute
of the National University “Odessa Law Academy”
7, Skovorody str., Chernivtsi, 58000, Ukraine
ORCID ID: 0000-0002-2406-766X