

ESSENCE AND CONCEPTUAL FOUNDATIONS OF GOOD GOVERNANCE: THEORETICAL GENERALIZATION

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INTRODUCTION

Ukraine's choice of the path of European integration as one that meets its aspirations to become part of the most developed countries of the world naturally leads to the need to focus on the implementation of the European model of state governance. In connection with this, there is a need for an understanding of the management model inherent in the European Union countries and the adaptation of a national model of public administration to it. This allows us to consider allocation and prediction of possible ways of transformation of the national model of state governance¹.

It should be noted that since the second half of the 20th century, in the leading countries of the world, the transformation of state governance systems gradually took place; scientists, specialists developed new concepts, introduced new models and innovative mechanisms (competitive, organizational, structural, complex, etc.), which met certain conditions of social development. At the end of the twentieth century the concept emerges – "governance", the basis of which is the change in the nature of social relations – the transition from predominantly subject-object relations in power-public interaction to the subject-subjective, partnership relations, which reflects the relationship is not vertical subordination, but the horizontal coordination of various social actors. "Naturally, within the executive branch or within the executive vertical, the subject-object relations must exist, but the interaction between executive authorities and civil society institutions, executive bodies and representative institutions, the relations between different organizations within the civil society must be built on new principles"². Active

¹ Бакуменко В.Д. Завдання науки державного управління в Україні в контексті суспільних трансформацій. Аналітика і влада. 2012. № 6. С. 72-78. URL: http://nbuv.gov.ua/UJRN/avlad_2012_6_14

² Солових В.П. "Good Governance" як одна із сучасних моделей державного управління. Науковий вісн. Академії муніцип. упр. Серія "Управління". 2010. № 1. С. 112–120. URL: http://nbuv.gov.ua/j-pdf/Nvamu_upravl_2010_1_17.pdf

engagement of the public and the emergence of new investors in the management process have contributed to the transformation of the state administration system into public governance system.

The Encyclopedia of Governance states that the term "governance" can be used mainly to describe changes in the nature and role of the state as a result of state / public sector reforms in 1980–1990. It is believed that the relevant reforms led to the transition from hierarchically constructed bureaucratic systems to the use of market, quasi-market and network methods in public administration, in particular in the area of providing public services. In such an interpretation, governance actually means that the state is increasingly dependent on other organizations in the realization of its intentions, policy-making and the establishment of governance models³.

"Governance" is a broader category than "management." "This concept is initially filled with democratic content, as evidenced by various options for using this term: "democratic governance», "new governance», "good governance», "perfect governance», "ethical and transparent governance», "effective governance», "networking" governance". In this regard, V. Bakumenko states that "governance" in the theory of public administration is presented today by different concepts of "Governance": "Good Governance" (perfect, good or proper governance), "Responsive Governance" (responsible governance) and "Democratic Governance" (democratic Governance). "Governance" is based on: the greater attention of the state to the interests of civil society; expanding the participation of its subjects in public administration (citizens, public organizations, business structures); openness to public control; the principles of self-organization and inter-organizational networks, for which characterized interdependence, exchange of resources, rules of the game and a weak dependence on the state⁴.

The main tools for implementing the principles of the concept of "Governance" are aimed at: decentralization of state authority system; partnership with business structures, interaction with the public on the provision of services with the involvement of non-state resources; participation of citizens in the process of policy development and its implementation, transition from "guardian state" to "partner state" and

³ Bevir M. Encyclopedia of governance. L., 2007. Vol. 1–2. 1232 p. (Sage reference publication)

⁴ Бакуменко В.Д., Попов С.А. Парадигма інноваційного розвитку суспільства: сучасні концепції реформування публічного управління. Ефективність державного управління. 2015. Вип. 43. С. 24.

others. In the modern sense, the concept of "good governance" in the format of the principles of the European Strategy for Innovation and Good Democracy Governance at the local level has become widespread⁵.

According to the scholars Yu. Sharov and I. Chykarenko, good governance is a management activity in the system of public authority relations that meets the requirements of an open, democratic and just society and regulates the relationship between official institutions (state power) and non-governmental circles (business, public); the process of combining power and responsibility in a society that influences the definition of public policy and decisions on public life⁶.

1. The place of good governance in the theory and practice of modern management activities

It should be noted that the very term "good governance" originated in 1997 within the framework of the United Nations Development Program. The sources of this concept in many respects were the concepts of New Public Management (the concept of new public management) and Networked Government (the concept of political networks, which is a special culture of consensus in the system of state and non-governmental institutions that interact in defined areas of policy based on resource dependence in order to reach agreement on a problem that everyone is interested in). Exploring the emergence of the concept of "good governance", V. Korzhenko notes that the classic (bureaucratic) management model (Old Public Management), whose founder was Max Weber and the theory of new public management (New Public Management), created the basis for the emergence of Good Governance⁷.

This concept differs from classic administration, according to which the only source of political decisions is political leadership, and from the new public management with its emphasis on a trade agreement, where each participant seeks to maximize his profit. Instead, it is able to more effectively meet social needs and make socially important decisions.

⁵ Куйбіда В.С. Досвід впровадження стандартів доброго врядування на місцевому рівні в Україні та інших європейських країнах : зб. наук.-аналіт. та навч.-методич. матеріалів, норм.-правов. актів з питань впровадження стандартів доброго врядування на місцевому рівні. Київ : ТОВ "Поліграфічний Центр "Крамар", 2010. 258 с.

⁶ Шаров Ю.П., Чикаренко І.А. Європейські стандарти публічного управління: проєкція на муніципальний рівень. Державне управління та місцеве самоврядування: зб. наук. пр. Вип. 1 (4). Дніпропетровськ : ДРІДУ НАДУ. 2010. С. 295–304.

⁷ Корженко В.В. Становлення концепції Governance у процесі формування сучасного європейського адміністративного простору. Вісн. НАДУ. 2011. № 2. С. 12.

D. Krasilnikova, O. Sivintseva and O. Troitskaya believe that the new concept of good governance does not replace previous management models, but includes them in the new context of equal partnership relations⁸.

The concept of good governance arose as a result of integration processes and was associated with the loss of the state's status as a monopoly subject to the development and implementation of policies and strategies, and the involvement of strategic players (other than public authorities) involved in this process, primarily public and business.

In European countries, "good governance" is perceived as a public value that all member states of the Council of Europe want to achieve in order to ensure the well-being of their citizens. In a broad sense, this term means transparent, democratic, accountable, effective and accountable governance at the national, regional and local levels.

Thus, good governance is directly linked to the stable development of a democratic society and all its institutions.

The basic principles of governance within the concept of good governance are: effectiveness and efficiency of public management activities; social justice; the rule of law and right; lack of discrimination against minorities; separation of powers, democracy; election and variability of senior officials; accountability of executive power institutions, responsibility to society; political pluralism and transparency; partisipativeness; media independence, etc.

The introduction of a system of good governance in the country promotes the creation of a single social space, where strategic players of society (government, the public, business) interact on the basis of a common corporate interest: partnerships (participation), utility (interest-based), accountability (stakeholder dialogue), independence (relative independence), voluntariness. Sometimes the notion of good governance is equated with the notion of result-oriented management.

At the theoretical level, good governance is a collaborative environment for many stakeholders, including, in particular, specific users of public services and the general public in the wider context. At the practical level, good governance is defined as the sum of direct partnership

⁸ Красильников Д.Г., Сивинцева О.В., Троицкая Е.А. Современные западные управленческие модели: синтез New Public Management и Good. *Ars Administrandi*. 2014. № 2. С. 45–62. URL: http://arsadministrandi.com/article/Krasilnikov_Sivinceva_Troickaya_2014_2.pdf

relationships between the community, the public and private sectors in the planning and management of joint affairs.

Good governance is a mechanism for ensuring the functioning of society as a holistic self-regulated system, a way of realizing public authority, which achieves: compliance of public policy with the needs of social development; real participation of citizens in the development and implementation of public policy; pooling the potential of all three sectors (government, business, and the public); constant control of various segments of society for the activities of public authority.

The main emphasis in the concept of good governance (as opposed to traditional management) is on the orientation towards the formation of socio-political networks, where, on the basis of resource integration, the matrix interaction of state and non-state institutions in areas of common interest is implemented in order to reconcile problems that arise during joint activities and everyday life.

The brief meaning of the concept of good governance can be defined as co-management (to cover public needs) and co-control. That is, good governance is a special type of governance, the content of which is reflected in the formula "governance without government" (giving public institutions more freedom in coordinating their activities with the least interference of central government).

Qualitative development has received the concept of good governance at the local level, turning to the concept of Good Urban Governance, which was first announced at the 2nd HABITAT Conference in June 1996 in Istanbul. Thus, in particular, the conference determined that "good urban governance" is the integration of direct relations between citizens, the public and private sectors, planning and management of the city's common affairs. This is a continuous process, and through which contradictions or different interests must be taken into account, joint actions are organized. These relationships include both official institutions and informal arrangements and social capital of citizens.

"Principles of effective democratic governance" and "good governance" are an innovative tool for the development of local and regional democracy, which includes the 12 principles of "good governance", approved by the European Strategy for Innovation and Good Governance at the local level, on which the principles of governance are built on different administrative and territorial levels in European countries.

At the same time, the principles of good governance of the United Nations Development Program define the basic principles of the organization of "good local governance": local democracy and decentralization; strategic vision; transparency; responsibility; consensus orientation; efficiency and effectiveness; accountability to the community.

The concept of good governance is reflected in the materials of international organizations such as the UN and OECD. The basic characteristics of good governance, according to the materials of the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP), include participation, consensus-based orientation, accountability, transparency, speed of response, non-discrimination (inclusiveness) and the rule of law⁹.

The concept of good governance has become the basis of administrative reforms in many countries of the world, in particular the European Union, and has become an effective response to the crisis of the bureaucratic model of governance.

The World Bank uses the concept of good governance when lending to Third World countries. And today, in the context of the Europeanization of public administration and the introduction of management (market-oriented) approaches and tools into its implementation, the concept of good governance has taken its place among the theories and practices of modern management activity.

The concept of proper (good, effective) governance is characterized by: citizen participation in management; the rule of law; transparency of control system; sensitivity to the needs of citizens; consent orientation; justice; effectiveness and efficiency; accountability of the public; strategic vision of prospects, thus envisaging the implementation of public administration on a democratic basis of governance. It relates to the question of how society can organize itself in order to guarantee equality of opportunity and social and economic justice for all citizens¹⁰.

The concept of good governance is constantly evolving and has recently become widespread. Good governance means care for the welfare of society and includes accountability, transparency, participation, openness and the force of law, and also means sustainable development

⁹ Кухарева Г.П. Належне урядування як шлях до становлення дієвої системи публічного управління в Україні. Теорія та практика державного управління. 2015. Вип. 3. С. 76–83. URL: http://nbuv.gov.ua/UJRN/Tpdu_2015_3_15

¹⁰ Козлов К. І. Політична модернізація: імплементація принципів Good Governance. Теорія та практика державного управління. 2010. № 4. С. 135–140. URL: http://nbuv.gov.ua/j-pdf/Tpdu_2010_4_22.pdf

management, which is associated with the following indicators (principles).

1. Participation as the cornerstone of the concept. Participation of both men and women is foreseen. It can be direct and indirect – through established institutions or representatives. Participation must be informed and organized. This means freedom of association and expression of will, as well as organized civil society. This requires the enforcement of the law and the full protection of human rights, especially minorities. It also requires the independence of the courts and public order authorities.

2. Transparency. This principle means that decisions are made and implemented in a manner consistent with established rules and regulations, and information is freely available to those affected by the decision and its implementation.

3. Sensitivity. Good governance requires that institutions and processes try to serve all stakeholders in a reasonable time and fall into the concept of a combination of response and capacity.

4. Targeting consensus. There are many actors and points of view in society. Good governance requires the consideration of different interests to achieve broad consensus in a society that is of greatest interest. It also requires a broad perspective on the actions needed to implement and achieve sustainable human development.

5. Equality and Inclusiveness. The welfare of society depends on the assertion that all of its members feel themselves part of the whole and do not feel separated from the path of its development. This requires the involvement of all groups of the society in the implementation of the state policy, but especially the most vulnerable ones.

6. Efficiency and effectiveness. Good governance means that all processes and institutions produce results that are relevant to the needs of society, for the best use of resources. The concept of effectiveness also covers the reasonable use of natural resources and the protection of the environment.

7. Accountability. This is a key requirement for good governance. Not only state institutions, but the private sector and public organizations should be accountable to the public. Accountability varies depending on decisions and actions on the internal and external to the organization or institution. In general, an organization or institution is accountable to those

affected by the decision or action. Accountability can not be achieved without transparency and the rule of law.

8. Competition. Means the use of competition to achieve the price of money in the supply of services. Of course, services provided by the public sector are more expensive than those provided by the private sector. Competition means selecting suppliers through an open contest.

These indicators (principles) can be grouped into several groups: legitimacy and voting rights (participation and consensus); strategic line (strategic vision); effectiveness (feedback and efficiency); responsibility (responsibility and transparency); justice (equality and force of law)¹¹.

Good governance is characterized by a predictable, open and conscious policy. This can be ensured by a transparent, accountable and competent administration respecting the fundamental human rights and values of democratic institutions and an effective institutional framework for ensuring accountability and transparency.

Within this model, the attitude towards the provision of public services is changing, with the beneficiaries of the two stakeholders: citizen and user. An integral element of service delivery is the marketing tools that take into account consumer expectations and the tools of joint production by the state, business and society¹² It is believed that good governance exists when three goals are achieved. First, there must be high quality laws and their effective implementation. Secondly, an opportunity for any citizen to realize his human potential. Third, effective productivity and lack of waste in any sector of the economy.

In 1992, the World Bank's "Governance and Development" document identified that good governance was the main instrument for building and establishing an environment that accelerated solid and fair development and could be a significant complement to strengthening economic policy.

The 2002 Human Development Report, prepared by the United Nations Development Program¹³ highlights several factors for establishing good governance. From the point of view of human development, proper governance is identical to democratic governance, which means:

¹¹ Красильников Д.Г., Сивинцева О.В., Троицкая Е.А. Современные западные управленческие модели: синтез New Public Management и Good. *Ars Administrandi*. 2014. № 2. С. 45–62. URL: http://arsadministrandi.com/article/Krasilnikov_Sivinceva_Troickaya_2014_2.pdf

¹² Там само.

¹³ Human Development Report 2002: Deeping democracy in a fragmented world // United Nations Development Programme (UNDP). N.-Y.: Oxford University Press. 2002. Available at: URL: http://hdr.undp.org/sites/default/files/reports/263/hdr_2002_en_complete.pdf

- respect for human rights and fundamental freedoms, giving citizens the right to live in a decent manner;
- recognition that the people can make decisions that are mandatory for consideration;
- recognition of the existence of private and public spheres of life and decision-making;
- taking into account the fact that the needs of future generations are reflected in modern politics.
- recognition that economic and social policies are aimed at overcoming poverty and taking into account human choices.

It should be noted that good governance implies the introduction of computerization of government processes and the transition to digital operations, which is conditioned by an increase in the amount of information in the modern globalized world.

To date, few countries have approached the model of good governance. Researchers from such countries allocate the USA, Germany, the Great Britain and the countries of Benelux. The liberal democratic states of Europe and America became the most successful in embodying the concept, where, according to L. Novak-Kalyaeva, "state institutions have developed standards of governance that are to meet the needs of a modern society and every citizen on the basis of observance and protection of human rights"¹⁴.

At the same time, researchers draw attention to the shortcomings of the concept, among which distinguish:

- the need for additional time and resources to ensure the participation of citizens in the process of adoption and implementation of decisions;
- dissatisfaction of certain groups of the population adopted for the sake of common good decisions;
- availability of a large number of technical aspects of access to information and ensuring its openness;
- the need to provide an appropriate institutional context for the implementation of the concept, including mature civil society, the commercial sector, professional and responsible bureaucracy¹⁵.

¹⁴ Новак-Каляева Л. М. Сучасні тенденції до конвергенції в концепціях державного управління. Вісн. НАДУ. 2013. № 1. С. 39.

¹⁵ Красильников Д.Г., Сивинцева О.В., Троицкая Е.А. Современные западные управленческие модели: синтез New Public Management и Good. Ars Administrandi. 2014. № 2. С. 45–62. URL: http://arsadministrandi.com/article/Krasilnikov_Sivinceva_Troickaya_2014_2.pdf

Much attention when implementing the concept of good governance should be given to the historical and cultural context of the development of the state and its institutions. O.Kozhemyakina emphasizes that there are many critics of the concept of good governance, who see the popularization of its methods, the intention of Western leaders "to build democracy around the world in violation of cultural and ethnic traditions, norms of ethics and morality, in the averaging of citizens' thinking and oppression of ideological minorities existing in order to create a free trade zone and to take into account the interests of the ruling countries of the region"¹⁶

Despite the drawbacks, the concept has many adherents. Former United Nations Secretary General Kofi Annan emphasized that good governance is the single most important factor in poverty alleviation and development¹⁷.

According to V. Solovyov, the concept of good governance is today "the most heuristic model of state governance in a developed democracy"¹⁸. He points out that, unlike other models, this model naturally focuses on the interaction of state and social institutes in the process of developing and implementing common solutions.

Good governance is in line with the highest development of the socio-economic system, characterizing socially oriented governance and defining governance on a developed democratic basis, without taking into account national archetype, – noted O. Amosov and N. Gavkolov¹⁹.

The use of the principles of good governance in the work of the authorities today is an urgent need, as it opens the way for the real ability of the authorities to ensure proper response to the needs of citizens and to increase citizens' confidence in the authorities and officials²⁰.

¹⁶ Кожемякина Е. Право на "good governance" как новый элемент гражданских прав в странах переходного периода. URL: <https://rauresearch.wordpress.com/2012/02/1>

¹⁷ Human Development Report 2002: Deeping democracy in a fragmented world // United Nations Development Programme (UNDP). N.-Y. : Oxford University Press. 2002. Available at: URL: http://hdr.undp.org/sites/default/files/reports/263/hdr_2002_en_complete.pdf

¹⁸ Солових В.П. "Good Governance" як одна із сучасних моделей державного управління. Науковий вісн. Академії муніцип. упр. Серія "Управління". 2010. № 1. С. 112–120. URL: http://nbuv.gov.ua/j-pdf/Nvamu_upravl_2010_1_17.pdf

¹⁹ Амосов О.Ю., Гавкалова Н.Л. Моделі публічного адміністрування (архетипова парадигма). Публічне управління: теорія та практика. Спец. випуск. 2013. С. 6–13. URL: http://nbuv.gov.ua/j-pdf/Pubupr_spets.vip_3.pdf

²⁰ Козлов К.І. Політична модернізація: імплементація принципів Good Governance. Теорія та практика державного управління. 2010. № 4. С. 135–140. URL: http://nbuv.gov.ua/j-pdf/Trpdu_2010_4_22.pdf

Other authors, such as A. Yeghazaryan, believe that an ideal model of public administration can be formed from elements of two concepts – new public management and good governance²¹.

The elements of good governance are called: participation, rule of law, transparency, responsibility, consensual orientation, justice. The key principles built within this concept of public administration include predictability, decentralization and subsidiarity. Such principles include the ethical behavior of all major players in society, the development, recognition and adherence of certain standards in the public sphere, as well as transparent policy, accountability and accountability of government to society.

According to A. Kolodiy, good governance is a subcategory of the concept of governance and is represented in the form of orders from the United Nations, the World Bank, respectable European institutions to act democratically, fairly, transparently, within the limits and on the basis of the law. Good governance concerns transitional, post-totalitarian, post-communist countries with unstable democratic rules, including Ukraine²².

This concept declares a special commitment to such qualities of the state authority system as trust, accountability, responsibility and is intended to provide an ethical and practical justification for a more dialogic and democratic style of public administration. It is based on a network, not a hierarchical way of building and functioning of government.

2. Features of the implementation of public administration on the basis of good governance

"Good governance" as a model of public administration is based on the distribution and management of the resource potential of the cooperation of all public institutions (state, private, public) through mutually beneficial partnerships and consensus in achieving the stated goals and is based on the following principles: public participation, transparency, accountability, rule of law, efficiency and equity.

"Good Governance" establishes the availability and openness of power, enhances the role of civil society in the process of formation and

²¹ Стіозар'ян А.Г. Особливості мережевого врядування у сфері публічної політики та управління. Ефективність державного управління. 2015. Вип. 44 (1). С. 118–124. URL: http://nbuv.gov.ua/UJRN/efdu_2015_44%281%29_16

²² Колодій А. Концепція публічного (нового) врядування в її застосуванні до демократичних і перехідних систем. Науковий вісник. 2010. Вип.10. «Демократичне врядування». URL: <http://www.lvivacademy.com/visnik10/fail/Kolodij.pdf>

implementation of public policy, and thus contributes to improving the quality of managerial decisions and creating conditions for a lasting and equitable socio-economic development. Within “Good Governance”, public administration is conceived in terms of "interaction", "complicity", "cooperation".

In the process of implementing public administration on the principles of governance an integral component of network management is the stable structure of the interaction of all stakeholders in a particular sphere or formed to solve a particular political problem that coordinates the activities of political institutions based on trust, interdependence, resource sharing and the legitimacy of the authorities. Of particular importance are political and management networks in the field of public policy, public administration and the provision of public services as a set of relatively stable links between non-hierarchical and interdependent nature, which combines a large number of different actors that share resources, realizing that co-operation facilitates the achievement of common goals and objectives. Modern public management demonstrates overcoming the boundaries of formally established relationships through the definition of interdependencies between hierarchies and networks. So, in order to achieve the effectiveness of governance, bureaucratic structures are increasingly beginning to operate through network structures, forming new political ties. Examples include: interagency cooperation; inter-organizational, inter-sectoral program management structures; public-private partnership " ²³. The network model of a coalition of interest groups, which is built on the basis of the growing influence of interest groups on state policy, is most prevalent in democratic states. In this regard, it is necessary to emphasize the impact of public interests and social networks on the development and adoption of managerial decisions. Individual interests are included in the social process at the expense of various kinds of crowdsourcing technologies, which allow forming channels for communicating interests and projects to those who make political decisions. Networks related to regulation sub-systems arise in response to the transfer of a number of functions to self-organized groups. This concerns the assessment of the quality of products and services, accreditation, licenses, etc. Grant and contractual arrangements arise when a state transfers services to non-profit organizations and businesses on the

²³ Публічна політика : навч. посіб. / авт. кол. : С. О. Телешун, С. В. Ситник, І. В. Рейтерович та ін. / за заг. ред. С. О. Телешуна, д-ра політ. наук, проф. Київ : НАДУ, 2016. 340 с.

basis of contracts and grants. The functions of the platforms are performed by state and non-state funds²⁴.

Relative to the new type of management networks, there is state-private partnership. This type of network governance can be defined as strategic alliances between the state, business and the nonprofit sector, in which risk and power are distributed among partner organizations. An example of the platform here is technological platforms that combine the state, business, politicians, civil society, the scientific community, economic and industrial clusters to address strategic tasks of the public (road construction, housing and communal services, ecology, etc.)²⁵. In the conditions of the information society, which dictate the need to ensure the openness and accessibility of the institutions of power for civil society institutions, good governance attaches great importance to the informatization of government processes and the transition to digital transactions. One of the important mechanisms for ensuring the openness of the public authorities to the public is the introduction of principles of accountability, involving citizens in public administration and ensuring their access to public information.

Good governance is a mechanism for ensuring the functioning of society as a holistic self-regulated system, a way of realizing public authority, which achieves: compliance of public policy with the needs of social development; real participation of citizens in making and implementation of public policy; pooling the potential of all three sectors (government, business, and the public); accountability of power to society, constant control of various segments of society in the activities of public authority. It should be noted that the concept of good governance has become the basis for administrative reforms in many countries of the world, in particular the European Union, where it is actively developed and implemented in practice and characterized by the multi-level nature of interaction between different levels of institutional building and the involvement of the state in interaction between representatives of business structures and civil society.

In Ukraine, which is trying to get closer to the best European standards in the field of public administration, it is necessary to create the

²⁴ Стіозар'ян А. Г. Особливості мережевого врядування у сфері публічної політики та управління. Ефективність державного управління. 2015. Вип. 44 (1). С. 118–124. URL: http://nbuv.gov.ua/UJRN/efdu_2015_44%281%29_16

²⁵ Там само.

right conditions for the implementation of the principles, mechanisms and instruments of good governance in administrative and management practice.

State governance in Ukraine needs serious, qualitative transformations and should be built on the principles of democracy, legitimacy, and, most importantly, transparency. The desire of public authorities to achieve transparency and openness in the realization of their functions, attempts to become more understandable for civil society, is the beginning of its movement towards public administration, which is characteristic of countries with a high level of economic and social development. "With the necessary expansion of democracy, decentralization of power, state governance is reformed in public, with its characteristic features of broad engagement of the public, service purpose and transparency"²⁶.

Modern public administration is based on the latest management mechanisms and technologies, the most important of which are social partnership, dispersed management, e-governance, analytical and expert-consulting activities. The partnership provides for a clear regulation of relations between public authorities and their partners, directions of cooperation with economic entities, public organizations, etc. At the same time, it is important not only how the state can allocate funds among economic entities and public organizations through contests, but also their participation in this process, which increases the responsibility for public affairs.

Dispersed management is one of the hallmarks of multi-line management and is widely used in the EU. Its essence lies in the transfer of elements of public authority, first of all, in the provision of services, specifically for the established institutions, organizations and centers. This is considered a method of not only decentralization but also decoconcentration of public administration.

World practice offers various technologies of public administration, many of which are already applied in Ukraine. When selecting them, it is important to take into account national characteristics, the stage of development of society and the tasks facing the public authorities.

²⁶ Петровський П.М. Проблема розуміння в контексті розвитку публічного управління в Україні. Проблеми розвитку публічного управління в Україні : матер. наук.практ. конф. за міжнар. уч. (6–7 квітня 2017 р., м. Львів) / за наук. ред. чл.кор. НАН України В. С. Загорського, доц. А. В. Ліпенцева. Львів : ЛРІДУ НАДУ, 2017. С. 6.

Proceeding from the above, in the national science of public administration there should be a gradual reorientation of the consideration of state administration, local self-government and civil society to their systemic understanding in the context of the development of public administration. The transformation of state administration into public administration on the principles of good governance determines the directions and content of the following institutional changes in the socio-economic system of Ukraine.

CONCLUSIONS

In the conditions of modern transformations – political, economic, sociocultural, the mission and tasks of the state, structure, functions and technology of public administration, the content of the activities of public structures change significantly. The constantly growing dependence of the state on other social actors leads to the fact that successful formation and implementation of state policy became practically impossible without the participation of business and civil society. Changes in the public sphere simultaneously lead to an increase in the role of state and non-state actors in the development of managerial decisions and, accordingly, transform the system of their relations in the direction of cooperation. Despite the fact that quite often the state retains the position of the dominant actor, it is no longer able to effectively carry out its functions through the mechanisms of power of coercion and increasingly refers to management methods based on communicative interaction with civil society. All this pushes scientists, specialists to look for new approaches to the implementation of public administration, to develop concepts, in accordance with the realities of social transformations.

Good governance has arisen as a result of integration processes and is associated with the loss of state status as a monopoly subject to developing and implementing policies and strategies, and involving in this process additional strategic players (other than public authorities), primarily public and business.

"Good governance" as a model of public administration is based on the distribution and management of the resource potential of the cooperation of all public institutions (public, private, public) through mutually beneficial partnerships and consensus in achieving the stated

goals and is based on the following principles: public participation, transparency, accountability, rule of law, efficiency and equity.

The existing system of state governance in Ukraine cope with the current challenges and trends of social development in the best way that leads to the search for a new management model that responds quickly and adequately to changes in the world and society.

State governance in Ukraine needs serious qualitative transformations and should be based on the principles of democracy, legitimacy, openness and accountability to citizens. With the strengthening of democratic processes, state administration is reformed in public, with its characteristic features of widespread involvement of civil society, business structures to make managerial decisions, service delivery of public services, and transparency.

Ukraine's choice of the path of European integration as a desire to become part of the most developed countries of the world leads to the need to focus on the implementation of a modern, effective European model of public administration – good governance, based on the allocation and management of the resource potential of cooperation of all public institutions (state, private, public) through mutually beneficial partnerships and consensus in achieving the stated goals and based on such principles as: public participation, transparency, accountability, rule of law, efficiency and justice.

Increasing access to public service updates the issue of application e-government technologies in public administration.

One of the priority directions of development of public administration in Ukraine at the present stage should be deepening public-private partnership as an equal and mutually beneficial cooperation between the state, territorial communities, civil society institutions and private structures within the framework of projects aimed at solving important social problems.

SUMMARY

The essence and conceptual foundations of proper governance, its place in the theory and practice of modern management activity are considered. The process of transformation of state administration into public management on the principles of good governance in accordance with the newest realities of social development is analyzed.

"Good governance" as a model of public administration is based on the distribution and management of the resource potential of the cooperation of all public institutions (public, private, public) through mutually beneficial partnerships and consensus in achieving the stated goals and is based on the following principles: public participation, transparency, accountability, rule of law, efficiency and equity. It is substantiated that good governance is based on: greater attention of the state to the interests of civil society; expanding the participation of its subjects in public administration (citizens, public organizations, business structures); openness to public control; principles of self-organization and inter-organizational networks, for which interdependence, exchange of resources, rules of the game and a weak dependence on the state are characteristic. The peculiarities of the implementation of public administration on the basis of good governance are considered. Attention is drawn to the specifics of this process in Ukraine.

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