

## TRANSFORMATION OF THE PUBLIC ADMINISTRATION SYSTEM OF UKRAINE DURING DECENTRALISATION

**Vasyl M. Martynenko**

V. N. Karazin Kharkiv National University  
61001, 75 Moskovsky Ave., Kharkiv, Ukraine

**Olena B. Korotych**

V. N. Karazin Kharkiv National University  
61001, 75 Moskovsky Ave., Kharkiv, Ukraine

**Yuliia V. Bokovykova**

V. N. Karazin Kharkiv National University  
61001, 75 Moskovsky Ave., Kharkiv, Ukraine

**Vadim O. Yevdokymov**

V. N. Karazin Kharkiv National University  
61001, 75 Moskovsky Ave., Kharkiv, Ukraine

**Liudmyla V. Naboka**

V. N. Karazin Kharkiv National University  
61001, 75 Moskovsky Ave., Kharkiv, Ukraine

DOI: 10.13165/VPA-22-21-5-04

**Abstract.** *The relevance of this study is conditioned upon the fact that decentralisation of the public administration system cannot be assessed separately from the broader process of political reforms, including reforms of the judicial system, civil service, and strategic priorities. The purpose of this paper is to investigate the results of the decentralisation reform, analyse their consequences, identify achievements and comprehend the possibilities of further transformation of the public administration system in Ukraine and make recommendations on ensuring the most efficient operation of the public administration system in the new conditions. The study employs general theoretical and special research methods, namely the dialectical method of scientific cognition, which allowed tracing the current trends in the transformational development of the Ukrainian public administration system in the context of decentralisation, establishing the conformity of the reforms carried out with the European principles of public administration. This paper also involved the*

*use of historical and logical methods, a systematic approach and comparative legal analysis. The study presents an analysis of the transformation of the public administration system of Ukraine in the context of decentralisation and the simultaneous implementation of numerous important reforms affecting key areas of public life. The analysis allowed identifying the gaps in legal support and shortcomings in the practical implementation of a substantial transformation of the public administration system in the context of decentralisation, which allowed formulating and justifying recommendations for politicians in Ukraine*

**Keywords:** local administrations, administrative services, regional development, authorities, internal problems

## **Introduction**

In 2014, Ukraine launched multilevel decentralisation. The ongoing reform is multifaceted and includes three main components (Dabrowski et al. 2020, p. 1-24). The public administration system of Ukraine should first of all direct efforts towards the settlement of relations between the centre (state) and the regions. Effective intersectoral, inter-territorial, and interregional relations can be built only if express, mutually beneficial, and universally obeyed rules of conduct are developed (Naboka et al. 2016; Kostruba and Hyliaka 2020, p. 189-203), such as external borrowing, independent selection of contractors in urban planning, provision of more registration services on the ground, maintenance of secondary schools, outpatient clinics, etc. The economic benefits of decentralisation are vital for stimulating economic development in the regions of Ukraine (Mertens et al. 2021, p. 370-387; Hrynyk et al. 2021, p. 92-98). In the decentralisation of public administration in Ukraine, special attention is paid to the first component of the reform – associations of territorial communities.

Decentralisation of public administration in Ukraine is interpreted as the possibility of giving territorial communities powers and control over resources (Hoogenboom 2020, p. 54-78). Previously, powers and resources were concentrated in the centre and distributed through the executive authorities. This made territorial communities dependent and created obstacles to the development of local self-government. However, now most of the funds will remain in the budgets of territorial communities, whose members independently decide how to spend them. Decentralisation has become a natural resumption of reforms and initiatives aimed at transforming the public administration system in Ukraine, undertaken since Ukraine gained independence in 1991, as well as to resolve the situation in the Donbas.

The strategy underlying the creation of associations of territorial communities is neither more nor less than a fundamental reinterpretation of the Ukrainian model of local self-government, which, if properly implemented, will eventually lead to a radical transformation of the current architecture of public administration of districts and oblasts (Mazur 2020; Trusova et al. 2020, p. 93-102). The long-term goals underlying decentralisation are economic development, improving the quality of public services and the general standard of living in the regions. Essentially, Ukrainian decentralisation constitutes a deconcentration of powers at the local level with some elements of delegation.

Only the powers of regions and districts to make decisions regarding state facilities are increasing, while they practically do not have financial resources, despite the changes introduced to the Budget Code, which enforce a formula for basic services through the number of people and the norm for customers (Shea and Jaroszewicz 2021, p. 159-181), referring, first and foremost, to healthcare, education, and social services. The local political elite remains set up for a centralised model.

The purpose of this study is to investigate the results of decentralisation, analyse its consequences, establish the achievements and comprehend the possibilities of transformation of the public administration system in Ukraine under the conditions of decentralisation.

## **Materials and Methods**

The methodology of this study considers the current political situation inside Ukraine, the constitutional separation of powers in terms of the implementation of institutional practices in the field of public administration in Ukraine, documents and official analytical materials, as well as priorities reflected in the corresponding media materials. This study covers 2020. To come to the conclusions, standard methodological approaches were used, involving the use of text analysis, interviews with specialists, and scientific materials. It was possible to collect, compare, and analyse the information obtained from the studied documents concerning the transformation of the Ukrainian public administration system in the context of decentralisation. Based on the analysis, the gaps and shortcomings of decentralisation have become apparent, which allowed formulating recommendations for politicians and practitioners in Ukraine.

The study of the transformation of the Ukrainian public administration system in the context of decentralisation was carried out in three stages. At the first stage of the study of the transformation of the Ukrainian public administration system in the context of decentralisation, a theoretical analysis of empirical sources was undertaken. At the second stage, a mental model was used to achieve a balance between centralisation and decentralisation, what forms a key problem for public administration reform, the collected data on the effectiveness of decentralisation were analysed to understand the possibilities and general profile of decentralisation, including gaps in legislation, low-quality law enforcement, cultural prerequisites, lack of incentives from the government, low salaries of government officials, etc. It integrates such aspects of decentralisation as the formation of administrative-territorial units of the basic level; optimisation of the structure of local public administrations; provision of local self-government bodies with sufficient financial resources; expansion of opportunities for the provision of administrative services; introduction of new principles and mechanisms of service in local self-government bodies based on European principles of public service. At the third stage, the theoretical and practical conclusions were elaborated, the results achieved were summarised and systematised.

## Results

One of the main priorities in the system of local self-government of Ukraine is the formation of administrative-territorial units of the basic level by creating new united territorial communities that receive access to a larger share of income from national and local budgets and exercise greater control over numerous functions, including healthcare, education, social services, and public transport. The problem is that those communities that receive disproportionately large financial benefits from higher taxes on their territory, for example, due to excise taxes levied from gas stations on their land, or the high cost of land, are reluctant to unite with poorer neighbouring communities and share their new income. The strategy underlying the creation of united territorial communities is nothing more than a fundamental rethinking of the Ukrainian model of local self-government, which, if properly implemented, will eventually lead to a radical transformation of the higher levels of the current public administration architecture (Wright and Slukhai 2021, p. 311-343). The united territorial communities are governed by a local council, which is elected every five years. This is a difference from the previous system, wherein most of the crucial decision-making was performed by representatives of the central state administration, accountable to the central government.

The strategy of transformation of the Ukrainian public administration system in the context of decentralisation is aimed at optimising the structure of local public administrations by creating conditions under which both individuals and legal entities would receive affordable administrative services of good quality and through procedures convenient for them. Steps to improve the quality and accessibility of administrative services, including scaling up and improving the efficiency of the association of territorial communities, as well as decentralising the provision of services, steps to reduce the administrative burden on citizens and legal entities, the introduction of electronic interdepartmental interaction and electronic document management, the provision of administrative services in electronic form, are designed to optimise the structures of local state administrations. To date, during the transformation of the Ukrainian public administration system in the context of decentralisation, online services in the field of construction and road transport have been launched, a mobile application providing electronic driver's licence and electronic vehicle registration card has been introduced.

Local governments create remote workplaces. The number of administrative services is constantly increasing simultaneously with the improvement of their quality. In many regions, there are undoubtedly many open opportunities for improvement, in terms of determining which infrastructure needs to be preserved for regional or district supervision, and what should be left to the discretion of the communities. Changes in the operational procedures of the administrative services centres are aimed, in particular, at expanding opportunities for resource mobilisation and effective implementation of joint activities. Pursuant to the amendments, a practice has been introduced where territorial service centres under the Ministry of Internal Affairs and administrative service centres use common premises, for example, in shopping centres, or in administrative service centres, territorial service centres of the Ministry of Internal Affairs have begun to be

located, which are engaged in the exchange of driver's licences, criminal records, and consultations. Financial decentralisation creates additional conditions for providing local self-government bodies with sufficient financial resources for the socio-economic development of territories, including in the field of public services. State financial support of the united territorial communities contributes to the development of social infrastructure and the employment creation. The united communities received the powers and resources possessed by cities of regional significance, namely the transfer of 60% of the personal income tax to the local budgets of the united territorial communities (Aasland and Kropp 2021; Korzhyk et al. 2020, p. 6-15). Furthermore, the income from the unified profit tax of enterprises and financial institutions of communal property, from the property tax (real estate, land, transport) remain in place in full.

Financial decentralisation has paved the way for a new balance of powers on the ground. Budgets of cities of regional significance have substantially increased. The revenues of regional administrations have decreased, while the revenues of district administrations have not undergone any considerable changes at the moment. The main idea of decentralisation of the public administration system in Ukraine is to expand the possibilities of rendering administrative services by bringing management services closer to the consumer, i.e., to the population. The adoption of legislation on expanding the powers of local self-government bodies and optimising the provision of administrative services allowed delegating to local self-government bodies the appropriate level of authority to provide basic administrative services, including registration at the place of residence, issuance of passport documents, state registration of legal entities and individuals, entrepreneurs, associations of citizens, and civil registration.

As for the expansion of opportunities for the provision of administrative services, special attention should be paid to the Ukrainian iGov electronic service, which has been developed by a volunteer team as part of the fight against corruption in Ukraine and the improvement of business processes in government. This electronic portal contains services that state and municipal authorities provide to citizens and businesses. In perspective, it is necessary to develop effective sub-legislation governing the procedures for the application and implementation of the law on local self-government, as well as expand the list of administrative services rendered to residents of united territorial communities. Apart from the noted legal changes, to improve the performance of the system of providing administrative services in the united territorial communities of Ukraine, it would be necessary to take certain practical steps. This refers to the provision of state support for the expansion of the network of united territorial communities aimed at covering the entire territory of Ukraine. It is important to use the iGov electronic portal of public services in practice, which will effectively combat corruption and improve the system of public services at any territorial level. Furthermore, it is necessary to develop and implement effective educational programmes for public administration employees on the effective provision of administrative services.

The influence of Europeanisation on the transformation of the public administration system of Ukraine in the context of decentralisation is described by the introduction of new principles and mechanisms of service in local self-government bodies based on the

European principles of public service. Ukrainian political elites have never expressed their unwillingness to Europeanise, rather the opposite. However, the forces advocating reforms hope that the European Union (EU) will use its powerful levers, which it has repeatedly used in various candidate states, in the hope that the reform of the public administration system receives a powerful reinforcing incentive to achieve more extensive Europeanisation and closer integration between the EU and Ukraine. In general, the attitude of Ukrainians towards the EU and Europeanisation is positive, Europeanisation is based on the dreams of ordinary people about a better life.

The Public Administration Reform Strategy until 2021 was the first attempt to reform the public administration system in conformity with the principles of the joint initiative of the European Union and the Organisation for Economic Cooperation and Development, known as SIGMA (Support for Improvement in Governance and Management), which is funded mainly by the EU and is aimed at strengthening the state's capacity in strategic planning, as well as policy development, human resources management, organisational structure and transparency, facilitating access to administrative services (Chaban and Elgström 2021, p. 143-160). The EU's financial support for the reform of the public administration system through independent tranches ensured the political and technical implementation of the transformation of the public administration system. However, the support provided has a limited impact, since Ukraine is a sovereign country, and implements its own agenda, set out in official documents concerning obligations to reform and adapt national legislation to EU legislation.

## **Discussion**

To implement the decentralisation programme and achieve its goals, the Ministry of Regional Development has been created, designed to maintain close coordination between stakeholders, as well as between authorities. However, ensuring consistency of goals and priorities, especially in areas where responsibilities and interests overlap, for example, in healthcare and education, requires dialogue. In this regard, vertical coordination mechanisms that facilitate the establishment of partnerships between levels of government will gain increasingly more weight, indicating to the government and other institutional actors a consistent course of action regarding key measures to support reform and solve emerging issues. To effectively increase capacity and achieve success at the territorial level, such a policy should be developed, factoring in the interaction of the government and various stakeholders. Active enforcement of the opportunities provided by the legislation on inter-municipal cooperation, combined with the dissemination of best practices, will contribute to further support of joint activities. The success of decentralisation in Ukraine will depend not only on the rhetorical commitment of the central government to reform and not only on the development of the necessary legislation, but also on the development of decentralisation infrastructure, within which ministries, local authorities, civil society and international partners will be capable of interacting and coordinating regional development strategies. It is necessary to develop the human potential that effective local governance needs.

One of the problems identified during the analytical review of the transformation of the public administration system of Ukraine in the context of decentralisation is that local authorities, including newly developed united territorial communities, often suffer from a lack of skills and experience, especially in areas such as budgeting, resource allocation, strategic planning, drafting, and filing applications for regional development projects pursuant to the standards outlined by the decentralisation reform (Buribayev et al. 2015, p. 191-198; Vinichenko et al. 2020, p. 1462-1481). However, there is a fear (Minakov et al. 2021) that as soon as international donors leave, as soon as government ministries themselves become responsible for the development of human capital in regional and local government structures, gaps in human resources and competencies necessary to advance the reform will emerge.

The transformation of the public administration system of Ukraine in the context of decentralisation intersects with numerous circumstances, including other reforms and political issues. Some of them create difficulties for decentralisation. From the standpoint of integration opportunities and the development of new projects for Ukrainian regions, cooperation, and interaction are essential. When developing a new local identity in united communities, it is important to consider the need to integrate a new socio-cultural identity into the national identity, and to anticipate potential problems of isolationism and local “enclavisation”, which can increase corruption risks, as well as provoke violations of civil rights and freedoms (Khamzin et al. 2016, p. 835-841; Jeong et al. 2022, p. 217-228).

An important key factor is the broad governance context wherein local government reforms are being implemented. The expanded context can have a decisive impact on long-term political stabilisation. Local authorities have very little control over the expanded context of governance; however, the establishment of a properly functioning local government potentially entails support for local governance and development, despite the presence of larger problems in the field of governance. The lack of coherence between sectors is conditioned upon the hierarchical and isolated nature of the approach to governance in Ukraine, which has persisted since Soviet times due to a lack of administrative capacity and insufficient political will to maintain coherence between sectors in policy, legislation, as well as in the development, implementation, monitoring, and evaluation of programmes. In short, administrative roles and responsibilities are unclear and change considerably during the implementation of sectoral reforms. These changes, combined with the historically determined lack of coherence between sectors, pose a serious problem for the new communities.

When Ukraine “buckled down” to work on the decentralisation reform, there were serious doubts that the transfer of greater financial and political responsibility to local communities would properly solve certain main problems hindering the economic development of the country, namely the problem of relations between political, bureaucratic, and business elites at all levels of government, which have long been rooted in the regions of Ukraine. In this context, it was necessary to better focus on the development of its own decentralisation infrastructure, aimed at building the capacity of local communities, so that the decentralisation reform would have a chance to move forward independently. There were also reasonable doubts whether local authorities were

ready to cope with the titanic task of correcting the poor quality of roads and municipal housing stock because in such cases international practices indicate the need for large national investment programmes (Wisła and Nowosad 2020; Kim et al. 2022, p. 83-96), and not for financial incentives for local budgets provided for by decentralisation. The limitations of this study of the transformation of the public administration system of Ukraine in the context of decentralisation are preconditioned by the incompleteness of the available systematic comprehensive data, which narrows the scope of analysis and general assessment of the decentralisation reform. Frequently, existing data is distributed in an incorrect format in the form of Excel sheets, which limits the ability to extract and analyse data over time series.

Research opportunities are also limited by the fact that, in the vast body of literature on the impact of decentralisation on economic development, various decentralisation measures are not fully analysed, especially when it comes to the study of countries with economies in transition. The number of empirical studies of municipal associations in transition economies, namely in Eastern European countries, is limited. More reliable data is required for further research. Such data is becoming essential in the context of decentralisation and the need to ensure greater transparency and accountability to citizens and civil society. Despite some progress, namely the creation of a unified state open data web portal, more can be done to disseminate relevant information (Aridi et al. 2021, p. 701-719). The Ukrainian authorities will have to follow the path of further harmonisation of Ukrainian data with international standards, improving the availability of data by categories and levels of management for each budget item, developing a website providing access to a convenient database with state statistics covering all levels of management, developing a web portal with individual accounts, conducting a comprehensive inventory and developing tools for monitoring local assets.

There is no theory of decentralisation that could be applied to the study of a particular Ukrainian context. The current theory of change suggests that activities that can increase the efficiency of resource use improve local economic conditions and development. Ensuring the accountability of such processes, both top-down and bottom-up, increases the impact of such activities. In this regard, the desire to reduce inequality gives the resulting transformation increased stability and scale in the long term. In this regard, it is reasonable to assert that successful decentralisation in Ukraine will lead to the strengthening of relations between citizens and the state, will provide a considerable contribution to its political stability. The role of decentralisation in strengthening political stability lies in its focus on strengthening the capacity of local authorities in providing public services and promoting local economic development (Emerson et al. 2021; Auanasova et al. 2021, p. 1-8). In many ways, this is a technical process, including new administrative bodies and procedures, as well as budgeting. Such technical events lay the foundation for more active involvement of citizens. As a process, decentralisation begins with the territorial unification of communities, followed by the decentralisation of responsibilities and finances.

Decentralisation entails numerous steps that can really stimulate the potential of local authorities and improve the quality of life, thereby laying the foundation for improving relations between citizens and the state. Taken together, these processes will contribute

to political stabilisation in Ukraine. Local surveys indicate that to gain support for the upcoming merger, some local authorities are trying to guarantee positions to as many available employees as possible after the merger (Zon et al. 2020; Trusova et al. 2021, p. 169-182). However, new management methods require new knowledge and competencies, and if employees lack the competencies necessary, then such an approach undermines the reform because insufficient competence on the part of local government employees does not allow them to fully take advantage of new opportunities and privileges for managing resources and changes, which discredits decentralisation in some united communities. This problem can be solved only through constitutional reform, which will change the administrative structure of Ukraine. At the same time, there is a growing awareness of the importance of state-building at the local level to strengthen political stability throughout Ukraine.

## **Conclusions**

1. Decentralisation in Ukraine will never become truly irreversible until changes in the administrative structure of local self-government are consolidated in amendments to the Constitution of Ukraine, redefining the roles of regions and districts, protecting the status of united territorial communities, preventing the abolition of newly acquired resources and powers by a simple majority of votes in the Verkhovna Rada. At some point, it will inevitably be necessary to reconsider the issue of amendments to the Constitution, and with it – the question of how decisions of local self-government bodies should be reviewed in the future for their compliance with the Constitution of Ukraine. Decentralisation has become one of the most successful reforms in Ukraine, and the changes that have transpired have put on the agenda numerous issues concerning the prospects of regional and district councils in the system of local self-government of Ukraine.
2. Each municipality solves the issues by virtue of its understanding, while there are no recommended methods. At best, problems are solved by implementing a quality management system (usually certification by the International Organization for Standardization), but this is a voluntary act, and does not affect the local government system in general. The main thing that became clear from the analysis of the transformation of the public administration system of Ukraine in the context of decentralisation is that the alleged connection between decentralisation and the movement towards overcoming the internal problems of Ukraine should not be overestimated.
3. Decentralisation alone will not solve mentioned problems until the transformation of the public administration system forms a critical mass of leaders and managers at the level of local authorities, rather well-paid and trained in advanced methods of transparent and accountable management services in cities, towns, and villages across the country.

## References

1. Aasland, A., and Kropp, S. *The accommodation of regional and ethno-cultural diversity in Ukraine*. London: Palgrave Macmillan, 2021.
2. Aridi, A., Hayter, C. S., and Radocevic, S. Windows of opportunities for catching up: an analysis of ICT sector development in Ukraine. *The Journal of Technology Transfer*, 2021, Vol. 46, p. 701-719.
3. Auanasova, A., Nurpeisov, E., Auanassova, K., Kushenova, G., and Mukhlissov, N. The History of the Alash Party in the Context of the Impact on the Processes of Constitutional Acts. *Ancient Asia*, 2021, Vol. 12, p. 1-8.
4. Buribayev, Y. A., Oryntayev, Z. K., Khamzina, Z. A., Kussainov, S. Z., and Yermekov, A. T. Evaluation of the reform efficiency in public social sector management of the Republic of Kazakhstan. *Mediterranean Journal of Social Sciences*, 2015, Vol. 6, No 3, p. 191-198.
5. Chaban, N., and Elgström, O. Politicization of EU development policy: the role of EU external perceptions (case of Ukraine). *Journal of Common Market Studies*, 2021, Vol. 59, No 1, p. 143-160.
6. Dabrowski, M., Domínguez-Jiménez, M., and Zachmann, G. Six years after Ukraine's Euromaidan: Reforms and challenges ahead. *Policy Contribution*, 2020, Vol. 4, p. 1-24.
7. Emerson, M., Cenușă, D., Kovziridze, T., and Movchan, V. *The struggle for good governance in Eastern Europe*. London: Rowman & Littlefield International, 2021.
8. Hoogenboom, A. A. An analysis of civil service reformers. *The Historian*, 2020, Vol. 23, No 1, p. 54-78.
9. Hrynko, P., Grinko, A., Shtal, T., Radchenko, H., and Pokolodna, M. Formation of an Innovative Business Model of a Trade Organization in the Context of Economic Globalization. *Scientific Horizons*, 2021, Vol. 24, No 6, p. 92-98.
10. Jeong, M.-J., Seok, J.-O., Han, W.-S., Seon, S.-H., and Chung, J.-K. A righteous war: comparing Milton's external revolution and Bunyan's internal struggle. *Astra Salvensis*, 2022, Vol. 2022, No 1, p. 217-228.
11. Khamzin, A. S., Khamzina, Z. A., Buribayev, Y. A., Tileubergenov, Y. M., Ibrahimov, D. A., and Yermekov, A. T. International legal aspects of exercising refugees' rights in Central Asia. *Journal of Advanced Research in Law and Economics*, 2016, Vol. 7, No 4, p. 835-841.
12. Kim, H.-W., Kang, M.-S., Lee, J.-J., Seo, I.-S., and Chung, J.-K. Herbert Coddington's spirituality and medical work. *European Journal of Science and Theology*, 2022, Vol. 18, No 3, p. 83-96.
13. Korzhyk, V., Illiashenko, E., Khaskin, V., Peleshenko, S., and Perepychay, A. Forecasting the results of hybrid laser-plasma cutting of carbon steel. *Eastern-European Journal of Enterprise Technologies*, 2020, Vol. 2, No 104, p. 6-15.
14. Kostruba, A. V., and Hyliaika, O. S. Theoretical substantiation of the model of borrowing rights-terminating facts. *Rivista di Studi sulla Sostenibilità*, 2020, Vol. 2020, No 2, p. 189-203.

15. Mazur, S. *Public administration in Central Europe. Ideas as causes of reforms*. New York: Routledge, 2020.
16. Mertens, A., Trampusch, C., Fastenrath, F., and Wangemann, R. The political economy of local government financialization and the role of policy diffusion. *Regulation & Governance*, 2021, Vol. 15, No 2, p. 370-387.
17. Minakov, M., Kasianov, G., and Rojansky, M. *From "the Ukraine" to Ukraine. A Contemporary History, 1991-2021*. New York: Columbia University Press, 2021.
18. Naboka, L. V., Korotych, O. B., and Reshevets, O. V. *Theoretical basis of institutional support for the development of public power at the local level*. In: A. P. Savkov (Ed.), *Collection of scientific works of the National Academy of Public Administration under the President of Ukraine*. Kyiv: NAPA, 2016.
19. Shea, E., and Jaroszewicz, M. Opening in times of crisis? Examining NATO and the EU's support to security sector reform in post-Maidan Ukraine. *East European Politics*, 2021, Vol. 37, No 1, p. 159-181.
20. Trusova, N. V., Prystemskyi, O. S., Hryvkiivska, O. V., Sakun, A. Zh., and Kyrylov, Y. Y. Modeling of system factors of financial security of agricultural enterprises of Ukraine. *Regional Science Inquiry*, 2021, Vol. 13, No 1, p. 169-182.
21. Trusova, N. V., Tanklevska, N. S., Synchak, V. P., Prystemskyi, O. S., and Tereshchenko, M. A. State support of agro-insurance of agricultural risks in the market of goods derivatives of Ukraine. *Industrial Engineering and Management Systems*, 2020, Vol. 19, No 1, p. 93-102.
22. Vinichenko, I. I., Trusova, N. V., Kurbatska, L. M., Polehenka, M. A., and Oleksiuk, V. O. Imperatives of quality insuring of the production cycle and effective functioning process of the enterprises of agro-product subcomplex of Ukraine. *Journal of Advanced Research in Law and Economics*, 2020, Vol. 11, No 4, p. 1462-1481.
23. Wisła, R., and Nowosad, A. *Economic transformation in Poland and Ukraine. National and regional perspectives*. New York: Routledge, 2020.
24. Wright, G., and Slukhai, S. Decentralization policy in Ukraine: How voluntary amalgamation, inter-municipal cooperation and fiscal incentives impacted the local government system. *Sciendo*, 2021, Vol. 14, No 1, p. 311-343.
25. Zon, H., Batako, A., and Kreslavaska, A. *Social and economic change in Eastern Ukraine: The example of Zaporizhzhia*. New York: Routledge, 2020.

*Vasyl M. Martynenko* – Full Doctor in Public Administration, Head of the Department of Public Administration and Public Service, Educational and Scientific Institute “Institute of Public Administration”, V. N. Karazin Kharkiv National University, Kharkiv, Ukraine.

E-mail: v.m.martynenko@outlook.com

*Olena B. Korotych* – Full Doctor in Public Administration, Professor, Department of Public Administration and Public Service, Educational and Scientific Institute “Institute of Public Administration”, V. N. Karazin Kharkiv National University, Kharkiv, Ukraine.

E-mail: korotych31@yahoo.com

*Yuliia V. Bokovykova* – PhD in Public Administration, Associate Professor, Department of Public Administration and Public Service, Educational and Scientific Institute “Institute of Public Administration”, V. N. Karazin Kharkiv National University, Kharkiv, Ukraine.

E-mail: bokovykova.yuliia@gmail.com

*Vadim O. Yevdokymov* – PhD in Economics, Associate Professor, Department of Public Administration and Public Service, Educational and Scientific Institute “Institute of Public Administration”, V. N. Karazin Kharkiv National University, Kharkiv, Ukraine.

E-mail: vad.yevdokymov@gmail.com

*Liudmyla V. Naboka* – PhD in Public Administration, Associate Professor, Department of Public Administration and Public Service, Educational and Scientific Institute “Institute of Public Administration”, V. N. Karazin Kharkiv National University, Kharkiv, Ukraine.

E-mail: liudmylanaboka@outlook.com