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## **EVALUATION OF THE PUBLIC AUTHORITIES ACTIVITIES**

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Society expects from the public authorities an effective and responsible management aimed at meeting both its needs and the needs of individual citizens. A systematic and objective assessment of the public authorities activities is one of the main conditions for increasing their socially useful activities and responsibilities, as well as accelerating the pace of socio-economic development of regions. Therefore, in recent decades, discussions on the use of quality and efficiency indicators for objectively assessment of the performance of public administration have intensified.

The question of the evaluation of the management effectiveness in general is reflected in the works of P. Drucker, who emphasized that "These days, practically all of us work for a managed institution, large or small, business or nonbusiness. We depend on management for our livelihoods. And our ability to contribute to society also depends as much on the management of the organization for which we work as it does on our own skills, dedication, and effort" [2]. T. Peters, R. Waterman, reveal the concept of successful management through continuous innovation [10], the works of other scientists also consider this issue.

Scientists follow a general approach to determining the success of management, which is based on the ratio of performance to the costs associated with ensuring these results. But so far any methods have not been developed to ensure adequate and objective evaluation, both of the results and corresponding costs, as well as the comparability of the obtained estimates.

The theory and methodology of public administration evaluation is actively developing in the United States. The experience of evaluation in education, public health and hygiene, the country received before the First World War

But the most turbulent period came in the 1960s [14]. At this time in the Johnson administration the US federal government pursued a policy using the slogan "War on Poverty." This has led to the creation of the measurement of efficiency as a scientific method of governance, which has traditionally been developed in the study

of public administration in the United States, and its spread since the 90s on the background of the spread of so-called "new public administration". Now this approach is being implemented in administrative institutions all over the world. Moreover, a variety of institutions are involved in its implementation, both in the central and local governments.

The evaluation of the effectiveness and efficiency of public administration is based on the fact that management activities, which focus on achieving certain strategic goals, by solving tactical tasks, from the point of view of public administration refocuses on the end result in the form of individuals and society satisfaction of services consumed by them, the consequences of their activities, as well as the volume and quality of public services provided by public administration, which improve the living conditions and livelihoods of citizens.

The current trend in assessing the quality of public authority is to build quality management systems in accordance with the requirements of international standards ISO 9001:2015. The basis of the quality management systems standards is formed by seven principles: customer orientation; leadership; staff involvement; process approach; improvement; making decisions based on factual data; relationship management. The requirements of the standard on the responsibility of management, analysis and control of business processes, actions to improve this activity, development of management system documentation create a basis for the formation of local government, which is focused on the customer (the citizen). In Ukraine, local governments were the first among the authorities to introduce the ISO system. Implementation and certification of quality management systems in accordance with this standard leads to increased efficiency and consistency of work, more rational use of resources, focus on consumers and, consequently, increase of the customer satisfaction [13].

Since 2000, the Common Assessment Framework (hereinafter - the CAF model) has been widely used in EU member states as well as in EU candidate countries [1]. The CAF model is an adaptation of the well-known business model for self-assessment of the European Foundation for Quality Management - the EFQM model of excellence. The overall CAF evaluation scheme is being developed for the public sector and the public and municipal administration of Europe under the auspices of the European Commission. The CAF model has proven to be a simple and effective tool for evaluating, analyzing and improving the efficiency of the civil service, as evidenced by the experience of more than 900 organizations in the field of public and municipal government. The CAF model includes two groups of evaluation indicators: the "Opportunities" group characterizes the approaches used by the organization to achieve results and increase efficiency; group "Results" characterizes the achievements of the organization. The nine key CAF indicators, which meet the criteria of the General Assessment Scheme (CAF), combine 28 components and about 150 evaluation areas. Today, the development of CAF is facilitated by the cooperation of users of the model within the European Network of Public Administration EUPAN, created at the CAF resource center.

Public assessment of the local self-government effectiveness is common. Such assessment includes evaluation and control, in particular on such issues as, for

example, the adoption of certain management decisions by public authorities, as well as the progress of their implementation; targeted and economical spending of resources and public funds; ensuring environmental safety, as well as preserving human life and health; quality and volume of public services provided, implementation of priority national programs and projects, etc. Taking into account the impact of the public opinion and its evaluation on the process of determining the effectiveness of public administration is carried out by implementing a system of its monitoring and taking into account its effects and their consequences. For example, in the countries of the European Union, the practice of introducing “Smart City” technology, which provides, in particular, governance with the broad participation of citizens, is widespread. The list of already implemented services allows citizens to monitor and control around the clock: electronic auctions, electronic market analysis, electronic bidding, electronic auction card, mayor's diary, details of the city budget and assets, city grants, a single emergency control center (fire service, patrol police, ambulance); online processing of various appeals of citizens [3]. Such tools as electronic opinion polls or online citizens 'notes / appeals make it possible to study citizens' opinions and take them into account when planning local development. The Best Value system was developed in the UK as a program for improving the quality of local government activities, and it's the most important aspect is the cooperation of local authorities with the public, as public consultation is a key element in many issues of improving the quality of services. Not only the quality of services is discussed with citizens, but also the list of services, their goals and quality standards, according to which services are provided. In addition to discussions, the form of citizen involvement is cooperation in the process of providing services. As a result, a significant number of services are provided to local businesses on a contractual basis (not by local authorities, but by community residents). Consulting with the local businesses is an officially approved requirement of the Best Quality program. The need for feedback between the community and the government is identified as one of the most important aspects of success in achieving the best quality of services. Public consultation is important at the budget planning stage of the service delivery process, as the financial responsibility for the services provided rests with the local government and, consequently, with the community as a whole [5]. Since 2001, Canada has used a model called the Community-Based Monitoring System. Such monitoring is defined by experts as a process of cooperation between the public, government agencies, industry, academics, community groups and local institutions to adequately respond to local development processes, address existing problems and promote full cooperation between citizens and government, strengthen citizen involvement in the adoption process of the management decisions at the local level [11].

Balanced Scorecard has become a promising rating system for the new generation, the result of many years of work which is led by Robert Kaplan, a professor at Harvard Business School, and David Norton, founder and president of Balanced Scorecard Collaborative. The Balanced Scorecard system, developed for business companies, is gaining popularity among public administration institutions and takes into account four "perspectives" of the organization: traditional financial

(Financial) indicators and factors that directly or indirectly affect them, the success of customer service (Customer), optimality of internal business processes (Internal Process) and general competence of the company's staff in its field (Learning & Growth/Employees). Taken together, these perspectives provide a holistic picture of the organization's current strategy and dynamics. If necessary, additional kits of own development can be introduced and used, for example "Ecology" and others [9]. Periodic measurements of indicators provide feedback and appropriate regulation of the organization's actions. The degree of achievement of goals, the efficiency of business processes and the work of the entire company, its departments and each employee is determined by the values of the so-called "key performance indicators" (KPI). If they are related to the employee motivation system, it is expected that the latter will be interested in achieving the company's goals on a daily basis. Thus, Balanced Scorecard become a kind of "framework" for transforming the strategy of the organization into a set of operational goals that determine the company's behavior and, consequently, its financial well-being.

Ukraine has not yet formed a legal framework that can comprehensively regulate monitoring and evaluation in the field of public administration. In the world practice, these processes are usually regulated by laws on strategic planning. The Law of Ukraine "On State Targeted Programs" adopted in 2004 does not mention monitoring and evaluation. The Law of Ukraine "On Principles of State Regional Policy" adopted in 2015 introduced the concept of monitoring and evaluation: "monitoring and evaluation of the effectiveness of state regional policy implementation is a periodic monitoring of the relevant indicators based on official statistics and information of central executive bodies, local governments and on the basis of monitoring data, evaluation of the effectiveness of indicators by comparing the obtained results with their target values". Thus, Ukraine has a legal framework and methodology only for monitoring and evaluating state regional policy.

Regional development strategies are created in pursuance of the Law of Ukraine "On Principles of State Regional Policy" (Par.1, Article 10), the Resolution of the Cabinet of Ministers of Ukraine dated November 11, 2015 № 932 "On approval of creation, as well as monitoring and evaluation of the effectiveness of the implementation of these regional development strategies and action plans" (Par.5), taking into account the provisions of the State Strategy for Regional Development of Ukraine and the interests of regional development actors.

In Ukraine achieving of the progress towards the formation of a perfect system for evaluating the activities of public authorities includes monitoring of the obtained results, their comparison with the forecast and plan at clearly defined costs. It involves the use of a set of indicators, in particular: indicators that characterise economic and financial sustainability, which assess institutional development, social transformation, environmental responsibility and energy efficiency.

The influence of the public opinion makes any management process more or less public, so it is necessary to intensify the process of the public monitoring of the public service delivery, public activities, institutions and civil society organizations for constant, periodic or one-time monitoring of the strategies implementation by

public authorities with further response or accumulation of information for further consideration.

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## SOCIOCULTURAL FOUNDATIONS OF LEADERSHIP RESEARCH IN LOCAL GOVERNMENT

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Interdisciplinary integration is characteristic of modern scientific knowledge, which makes it possible to synthesize knowledge obtained in different fields. In this regard, a sociocultural methodology appears at the forefront of theoretical research,