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FORECASTING THE IMPLEMENTATION OF HIGHER EDUCATION REFORM BASED ON INTERNATIONAL EXPERIENCE

The article examines general theoretical studies of trends in reform, the main world trends that describe the modern transitional process and lead to global changes. The latest trends in the reform of the higher education system were studied, for the implementation of international experience in the Ukrainian reality. The peculiarities and trends of the development of the internationalization of higher education in the global and national dimensions are identified. The initial principles that ensure the implementation of reforming educational systems have been studied.

Keywords: *education reform, international experience, world trends, modern management, education management, concept.*

Formulation of the problem. Recently, the reform of public administration should be based on the experience of developed countries, and gradual partial implementation into the Ukrainian reality, in order to achieve effective management in the system of reforming management systems.

Analysis of recent research and publications. A number of scientists have dealt with the issue of studying problematic issues of reforming the educational system based on international experience: Dubaseniuk O., V. Hnatiuka, H. Tovkanets, O. Raievneva, but it needs a deeper study and the provision of adequate proposals for improving the system of reforming the educational system.

Presenting main material. In recent decades, issues of public administration reform are largely based on the concept of "New Public Management". the phenomenon of new public management emerged as part of a broader movement to "Restructure Government" that began in the late 1970s in economically developed countries. According to many experts, this movement is one of the most serious changes in the philosophy and paradigm of public administration that happened over the last century. the authors of the concept of "Reinventing Government - RG" are David Osborne and Ted Gebler, who propose the principles of RG not in the form of some regulations, but as a generalization of changes in public administration.

The basic principles are set out as follows:

- the state is considered not as an inevitable evil, but as a way of collective activity and solving social problems;

- an effective state must meet the requirements of the information society and the knowledge economy - a large, centralized and standardized bureaucracy must remain in the past;

- the problem of public administration is not people (bureaucrats), but the bureaucratic system itself;

- traditional democracy (the author talks about republican and democratic ideologies in the USA) will not be able to solve today's problems of the state by redistributing funds - the effectiveness of solutions depends on the "Reinvention" of the government;

- it is necessary to be based on the principles of ensuring equality of opportunities for all citizens. The main idea of this concept is the statement that the main importance should not be given to the government, but to such a change of incentives in the public

sector that would make the process of public administration more entrepreneurial and, accordingly, more effective. This, in turn, will facilitate the transfer of resources from areas with low returns to areas with higher returns. The main principles of the concept of "government restructuring" can be stated as follows:

- the need for competition between structures that claim to provide services for the government;

- giving local communities great powers;

- focus on the final result - measurement of activity results and concentration on them is one of the ways to improve the work of the state apparatus;

- orientation to the mission instead of simply following the rules has a number of advantages, in particular, it increases the innovativeness and flexibility of the organizational structure;

- the "service state" model - the perception of citizens as customers increases responsibility and depoliticizes the distribution of funds between public sector organizations, stimulates innovation and differentiation of services, leads to less wastage in the current activities of the public sector;

- prevention of problems instead of their solution - long-term planning, anticipation and prevention of problems are cheaper than working in "fire mode";

- emphasis of state structures on earning money, not spending it;

- decentralization of government activities - giving employees greater powers and creating project teams;

- reliance on market mechanisms in the activities of state structures;

- the state should act as a catalyst for changes in the commercial and non-governmental (third) sector in the interest of solving social problems.

The last position is formulated in the form of the principle - "observe, not row." The idea is that if the government spends all its energy on economic activity (will "row"), then it will not be able to set a course. There will always be a lack of resources for large-scale government tasks, and therefore it is recommended to direct the efforts of the commercial and third sectors to solving social problems. For example, grant aid to

charitable and volunteer organizations is cheaper than supporting the functioning of the state structure. [2]

It should be noted that the civil service of many countries is not going through the best of times, and its reform is an ever-expanding topic for discussion in some countries or a continuous planning process in others. The problems underlying the need to reform the civil service are formulated as follows:

- constant growth of aggregate employment and wage costs in the public sector increases the burden on budgets at various levels;
- weak motivation of civil servants and the lack of qualified personnel lead to a decrease in the effectiveness of the functioning of the state apparatus;
- the development of protectionism and corruption determine the low level of public trust in officials and the state apparatus as a whole;
- inability of the state apparatus to respond to changes causes operational inefficiency and low quality of public services.

The concept and practice of new public management, existing in different countries under different names (entrepreneurial government, managerism, etc.), involves a very specific set of components, which are implemented with varying degrees of completeness in individual countries in the course of public administration reform.

The following basic principles of the concept of new public management can be formulated:

- the use in state institutions of the type of management characteristic of private firms, the transition from a bureaucratic management style to greater flexibility and the use of new, including electronic, technologies;
- introducing competition into the public sector, understanding competitiveness as a key factor in reducing the costs of providing services and improving their quality;
- active use of tender procedures and efficiency improvement through the use of contractual relations both within the public sector and with private legal entities;

- disaggregation of state departments, creation of subdivisions based on them, in which the interests of the production of services and their provision to citizens and organizations are divided;

- practical and professional management, which includes accountability and election control by higher state agencies;

- clear standards and measures of goals, results and efficiency of functioning of units, clear definition of indicators of success in the fulfillment of goals and tasks, preferably in quantitative form;

- control "at the exit": assessment of results, not the process of obtaining them; linking promotion, distribution of resources and rewards with the level of demonstrated results in achieving goals and improving efficiency;

- transition to providing individualized (responsive) services to citizens and businesses;

- increasing discipline, improving human resource management and reducing costs.

The wide spread of the principles of new public management is associated with the growth of mistrust of governments and the expansion of negativism towards the authorities in public consciousness. As a result, the political authorities, seeking to avoid accusations of inefficient leadership, which can negatively affect the prospects of re-election, are interested in delegating responsibility to the middle and lower floors of the government hierarchy - government agencies and other structures.[4]

Speaking about the implementation of the principles of corporate governance in the activity of reforming state power, it is necessary to take into account the essential specificity of the administrative process. State management is implemented by incorporating special mechanisms (administrative regulations, etc.) into the activities of state organizations that ensure the performance of tasks by state functionaries (officials of various ranks). The very activity of the state regarding the fulfillment of the tasks is reflected in three different spheres - political, legal and socio-economic. each of these areas has its own traditions, values and specifics of work organization.

State administration is a form of implementation of these three spheres of state activity and as an operational (largely procedural) activity includes resource planning, personnel management, project, program and process management, organizational design, etc.

Currently, the principles of the new state management are beginning to lose their positions and there are calls to abandon this term and use mainly market ideology in the processes of administrative reform. The importance of the political science approach has increased in the research of management processes. It turned out that the separation of resource management from politics, which the concept of new public management insists on, is largely unpromising. The general direction of administrative reforms today begins to be described by the term "Governance", which is difficult to translate unambiguously into the Russian language. In fact, the transition from the concept of new state management to the description of management policy in the categories of "Governance" means a change in the methodological foundations of the theory and practice of administrative reforms. This concept brings together the mechanisms, processes and institutions through which citizens and groups express their interests, exercise their legal rights, fulfill their responsibilities and balance differences. [1]

The general meaning of the concept of "Governance" is that public administration becomes less rigid, detailed and regulated; it is based, rather, on horizontal than on vertical connections between state bodies, civil society associations and business. The new approach includes the concept of "good governance" (Good Governance), which is described according to the methodology developed in UN structures [3] and includes the following key characteristics:

- cooperation and joint work of citizens and authorities (Participatory);
- recognition of the rule of law (Rule of Law);
- transparency of the government and its decisions (Transparency);
- responsiveness, responsiveness (Responsiveness);
- consensus orientation (Consensus Oriented);
- equality and lack of discrimination (Equity and Inclusiveness);

- effectiveness, efficiency and economy (Effectiveness and Efficiency)
- accountability of government to citizens (Accountability).

The concept of "democratic governance" (Democratic Governance), which is beginning to be used in UN programs, in particular in the United Nations Development Program (UNDP), can be considered as a development of the concept of "quality management" for the construction of composite indices and comparative assessment of developing countries.

It should be noted that in the conditions of the formation of a new network model of public administration, there is also a shift in the conceptual principles and paradigms of the use of information and communication technologies (ICT) in public administration, in general and as a whole, the movement is in the direction of a broader understanding of the possibilities of ICT and is expressed in the transition from the concept of electronic government (e-government) to the concept of electronic governance (e-governance). If the concepts of openness of government information and provision of public online services lie at the center of the concept of e-government, then the new understanding includes such concepts as cooperation, participation, coordination.

In fact, we are talking about electronic democracy, which allows expanding the forms and spheres of influence of citizens on the process of making and implementing political decisions.

Conclusions. It is necessary to emphasize that currently, the view of the state as a large corporation is still widespread and, therefore, the approaches and principles of corporate management are used to optimize administrative processes, which are understood as business processes. It must be taken into account that the mechanical transfer of management principles developed in the commercial sector to the area of state administration does not bring quick results and increase the efficiency of the functioning of the state apparatus. In contrast to operational management in business, state administration must take into account the specifics of the three meaningful spheres of state activity and is largely determined by the specifics of the procedural aspects of state

structures and the state management mechanisms built into them. These mechanisms were called administrative regulations.

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