

## **SECTION 4.**

### **MANAGEMENT, PUBLIC MANAGEMENT AND ADMINISTRATION**

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## **QUALITY OF GOVERNMENT AND RESPONSIBILITY OF TOP CIVIL SERVANTS IN THE TRANSITION PERIOD**

In world-historical processes, both national states and supranational associations (including international corporations and non-profit, non-governmental associations) play a significant role as global players. General metamorphoses (vector, speed, order, etc.), the possibilities and limits of management suggest a flexible combination of social pedagogy with direct societal management, as well as the direct use of social work among the population, the widespread use of social communications (firstly, different from individual and, secondly, socio-cultural in nature). As convincingly recalled by examples from recent history, the stability and integrity of ruling groups, their unity with their peoples and “security forces”, the level of the “pain threshold”, patriotism, state thinking and competence, readiness for personal/family losses for the sake of the prosperity of the homeland are the most important factors in successfully overcoming adversity and the effective use of potential [1-5]. These processes are in the plane of priority attention of the population and directly affect the level of trust of citizens not only in the ruling groups, but also to the state as a whole. Answers to the questions: “Under what conditions does power represent the people?”, “What are the optimal forms and acceptable levels of popular representation in power?”, “Whose will, interests, and opinions are actually embodied by the 'people's representatives'?”, and so on, are closely examined by practitioners and theorists of various political forces and in various eras. All popular uprisings and revolutions have, in one way or another expressed their attitude toward them; all legal scholars and founders/reorganizers of states have formulated their approaches. But some specialists in matters of elites, management, governance, etc., prefer to engage in safer conversations about abstract models rather than identify specific shortcomings that could help correct them [6-18].

Radical global transformations resonate with internal upheavals. “The colour events” and, as a consequence, wartime, led not only to the de facto renunciation of sovereignty in favour of western oligarchic groups but also to an accelerated decline in the quality of the elites. Naturally, with the rapid dissemination of information (including about “the Gongadze case”, “the Derkach tapes”, “the Mindich case”, and others), the public is increasingly judging the behaviour of those in power, especially top government officials, more harshly. Citizens' attention is particularly focused on all those whose fortunes (primarily assets transferred abroad) have increased sharply since the period of full-scale military confrontation, beginning in 2022. Thus, leading by example, “do as I do”, rather than the directives of bureaucratic administration, is increasingly becoming more effective. Naturally, the compensation of management should be strictly dependent on the results achieved by the subordinate unit. “God marks the rogue”; clearly, for public opinion, the question of signs of theft of national wealth since the declaration of the state, and, especially, theft during wartime with the dramatic enrichment of oneself and one's family, has already become a key issue, requiring immediate, thorough investigation and criminal-legal consequences. The deliberately exaggerated anti-epidemic response also did not serve the interests of the people. Crimes committed during “the colour events” and in their aftermath also require impartial investigation and punishment [19-32].

External influence on intra- and inter-“elite” interactions also became a significant factor. For example, as is well known, european leaders bear responsibility for failing to honour/maintain their guarantees of compliance with the agreement between the President and the opposition, many of whose leaders and representatives, now that the agreement had been fulfilled, have successfully settled in the West. The opposition's failure to keep its word became an element of a coup d'état. Offshore scandals and the exposure of waves of corruption schemes revealed the real intentions of “the Maidan’s leaders” to rob the country and its people. Thus, Europe legitimized the coup d'état, the extrajudicial reprisals that followed, the crackdown on undesirable media outlets, and the persecution of the opposition. The West then impeded the normalization of the conflict in eastern Ukraine, torpedoed the Minsk agreements, which had become part of the country's international obligations, and the Istanbul talks. These are only the most significant stages of deception, characterizing the price of the word of european leaders. The West's methods of shifting its crisis onto others and solving domestic problems at the expense of others have become part of a strategy for transforming its own decline into a global catastrophe. Participation in the cultivation and state-sanctioned legitimization of separatism (Panama, Kuwait, etc.) is an important element in

laying the foundation for the seizure of geostrategic footholds and mineral deposits (oil and gas, rare earth metals, etc.), and subsequent clashes between neighbouring states. As is well known, the United States assassinated a respected political and government figure on foreign soil; there were massive western bombings of Belgrade, the assassination of the heads of sovereign Libya, Iraq, and Iran, the kidnapping of rebellious leaders of Latin American states and peoples, etc. – all of which, naturally, cannot be viewed in any other way than in terms of terrorism and intervention (and is naturally complemented by repression in domestic politics). The role of informational preparation of influences has become especially noticeable. Meanwhile, “the colour events”, epidemics, and military actions everywhere contributed to the blending of symbols from different semantic levels, increased conflict potential, and a departure from the contractual system, combining elements of chaotic and classical confrontation. Accordingly, the destructive impact of such influences on the former national peripheries was also a function of internal conflict within the core of the cultural-civilizational world, as well as inconsistency and contradiction in the embodiment of state policies [33-43]. Thus, the unconsolidated policies of representatives of ministries and agencies often significantly complicate the development agenda of the entire system. The direction of governmental choices reflects their true responsibility.

Even with the peculiarities of imperialism and racism, the models for influencing processes in domestic and foreign policy remain uniform. Meanwhile, perceptions of the level of freedom, equality, and justice are changing, which objectively requires the realization of overdue transformations in the relationship between the people and the government [44-58]. Accepting responsibility for the ecumene characterizes the behaviour of genuine leaders, while attempts to fleece others demonstrate an inherently limited perception and a narrowly self-serving understanding of benefit. At the same time, the bureaucratic nature and weak effectiveness of supranational entities often leave countries alone to deal with emerging problems. Moreover, leaders, in creating their own models of social coexistence and defining world order, are already demonstrating their responsibility for the fate of the entire ecumene (for example, new facts in Russian/Soviet history of aid, even involving the army and navy, have become widely known – for example, to the civilian population of a number of countries). At the same time, a trend toward a shift away from the omnipotence of transnational corporations and supranational organizations is growing. In this situation, Ukraine is naturally interested not only in strengthening its own good-neighbourly relations but also the ties between them, which, at the very least, is an obvious prerequisite for, for example, transit demand. At the same time, the effective implementation of changes:

social, economic, and political – must take into account the extent of transformations in both the environment of social contacts and other actors in international affairs. The tightening of scrutiny of government results and their connection to the enrichment of top managers, as part of a long-term trend in the development of the country's security and development, also demonstrates the importance of personal responsibility for the outcome. Political exercises and somersaults will not distract from the true essence of what is happening. Social responsibility is revealed through the conflict between selfish and collective interests. The actions of those who are willing to do anything for their own gain corrode the social fabric. The violent and unlawful suppression of critical thinking, the deprivation of the legislative branch of government of its independence, a nationwide war against its own people, the persecution of the opposition (both media outlets and socio-political organizations), the people's rights to their native language, culture, and church, the aggressive imposition of various minorities, the glorification of nazi hangers-on, etc. are signs of the regime's political drift. Substituting genuine achievements with deceitful, all-out propaganda, violent actions, and the purge of opposition and the free press for the sake of their own billions and foreign real estate (naturally, with the exile of all their relatives) is ruining the country's future. In the logic of “letting others solve the problems” members of the ruling groups focus on rapid personal enrichment. Without a second thought, they see particularly lucrative opportunities in joining the ranks of the european bureaucracy and participating in the sale of national wealth to the West. The ability of those at the top to negotiate on state matters and implement agreements is also questionable. “Honest and qualified leadership” may become an oxymoron. Intricate financial schemes and front men do not save sociopaths in power from the judgment of history and popular retribution.

Permissiveness for the elite is not the same as creative freedom for all. Shaping the socio-political atmosphere as a factor determining whose interests will be served during the transition period requires the careful attention of society and the conscious participation of citizens. Objectively, demands for the quality of social responsibility increase dramatically during the period of inter-paradigmatic transition. Thus, the rich legacy of the SU has been squandered by the population (including in the interests of members of the ruling elite and foreign magnates). The rupture along administrative boundaries inevitably led to the transformation of socio-economic nodes (intertwined and mutually reinforcing) into points of contention: whose power should each of them now be? In the early 2000s, Ukraine once again found itself in a situation that would have allowed it to become a leader among CIS countries in economic growth rates. From there, it plunged into a precipice across all spheres of life, into a fatal zugzwang of transformations. The

cadres trained in the USSR either successfully emigrated or retired. The degradation of the cadres was exacerbated by the cultivation of xenophobia, nationalist fervour, and “farmhouse mentality”.

Naturally, the political-economic and sociocultural systems of reproduction and development must, to a greater or lesser extent, correspond to their citizens' perceptions of what is proper and worthy. Thus, programs for improving living standards (in particular, overcoming the absolute and relative impoverishment of the general population) and developing and strengthening a model adequate to the value-sense complexes of their cultural-civilizational world in the post-global context must be concrete, evidence-based, and competitive. In turn, understanding the rights and responsibilities of citizens and the state, the measures and mechanisms for their protection, and sovereignty and independence require alignment with popular values and views and be reinforced by the presence of representatives of the working masses in government. Meanwhile, post-global conditions objectively require everyone to be able to trust the world, rather than attempt to suppress it, adapting it to their own egoism. The mastery of methods effective during the transition period by top officials, as well as effective mechanisms of public control and the embodiment of unconditional subordination of the actions of top officials to the public interest, are significant factors in the success and development of the country. Social responsibility is becoming an essential condition not only for development but also for the security of society.

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