

**ინოვაციური ეკონომიკა
და მართვა**

**INNOVATIVE ECONOMICS
AND MANAGEMENT**

HALYNA KAPLENKO,
PhD (Economics), Associate Professor
of the Department
of Economics and Management,
Ivan Franko National University of
Lviv, Ukraine
Orcid id 0000-0003-1651-7904
E-mail: halyna.kaplenko@lnu.edu.ua

SOFIIA BEREZA,
Applicant of degree «Doctor of
Philosophy», Ivan Franko National
University of Lviv, Ukraine
E-mail: sofiabereza@gmail.com

IHOR SLOBODA,
applicant of educational degree
«master»,
Ivan Franko National University
of Lviv, Ukraine
E-mail: sofiabereza@gmail.com

Received: July, 2019
Accepted: August, 2019

გალინა კაპლენკო,
ეკონომიკის დოქტორი, ეკონომიკისა
და მენეჯმენტის დეპარტამენტის
ასოცირებული პროფესორი,
ლვოვის ივანო ფრანკოვსკის
სახელობის ეროვნული
უნივერსიტეტი,
ლვოვი, უკრაინა
Orcid id 0000-0003-1651-7904
E-mail: halyna.kaplenko@lnu.edu.ua

**გამჭვირვალობისა და ღიაობის
ტენდენციების ფორმირება უკრაინის
საჯარო სექტორში**

**FORMING THE TRANSPARENCY AND
OPENNESS TRENDS IN THE UKRAINIAN
PUBLIC SECTOR**

ABSTRACT. The work volume is 10 pages, including 2 figures, 15 sources. Corruption and the lack of transparency of government are the main problems in Ukraine for the state's development. The following research methods were used in this research: comparative method, analysis of induction and deduction methods, system-structural method, method of expert assessments, etc. This paper examines the main trends in the implementation of transparency and openness policy in Ukraine. Considered the coherence of «transparency» and «openness» with democratization, implementation of e-government, debureaucratization and anti-corruption policy. The main directions of the dynamics of trends in the implementation of transparency of public authorities are described, as well as the role of e-government in anti-corruption measures. Identified the main factors for slowing down the implementation of openness and transparency policy. Outlined the role of e-government implementation, open data and the importance of e-services and their development in Ukraine. Also, in this research, we analysed the basis of the implementation of anti-corruption policy in Ukraine and its consequences for the country. The conclusions are drawn on the essence of transparency and openness policy, implementation of openness and transparency policy in Ukraine, main directions of its implementation, as well as threats and main possibilities for their solution.

Keywords: good governance, e-governance, democratization, transparency, openness, transparency and openness, corruption, CPI.

ანოტაცია. კორუფცია და მთავრობის გამჭვირვალობა არ არის უკრაინის მთავარი პრობლემები ქვეყნის განვითარებისათვის. ამ კვლევაში გამოყენებული იქნა შემდეგი კვლევის მეთოდები: შედარებითი მეთოდი, ინდუქციისა და დედუქციის მეთოდების ანალიზი, სისტემურ-სტრუქტურული მეთოდი, ექსპერტების შეფასების მეთოდი და ა.შ. ნაშრომში განიხილება «გამჭვირვალობისა» და «ღიაობის» თანმიმდევრულობა დემოკრატიზაციასთან, ელექტრონული ხელისუფლების განხორციელებასთან, ანტიკორუფციულ პოლიტიკასთან. აღწერილია საჯარო ხელისუფლების გამჭვირვალობის განხორციელების პროცესში ტენდენციების დინამიკის ძირითადი მიმართულებები, ასევე ელექტრონული მმართველობის როლი ანტიკორუფციულ ზომებში. გამოიკვეთა ღიაობის და გამჭვირვალობის პოლიტიკის განხორციელების შენელების ძირითადი ფაქტორები. ხაზგასმულია ელექტრონული მთავრობის განხორციელების როლზე, ღია მონაცემებს და ელექტრონული სერვისების მნიშვნელობაზე და მათ განვი-

სოფია ბერეზა,

ფილოსოფიის ქოტორი, ლვოვის ივანო ფრანკოვსკის სახელობის ეროვნული უნივერსიტეტი, ლვოვი, უკრაინა
E-mail: sofibereza@gmail.com

იგორ სლოპოდა,

მაგისტრი, ლვოვის ივანო ფრანკოვსკის სახელობის ეროვნული უნივერსიტეტი, ლვოვი, უკრაინა
E-mail: sofibereza@gmail.com

*შემოსულია რედაქციაში: ივლისი, 2019
 რეცენზირებულია: აგვისტო, 2019*

JEL Classification J21. R11.

free access to information is a fundamental human right by promoting personal data protection, freedom of expression, and open government development. Open government is transparent, accessible to all, anywhere, responsive to new ideas and demands. The interpretation of «openness» and «transparency» is always close to open government, access to information, democratization and the implementation of e-government.

M. Bauhr believes that openness and transparency are components of the democratic process of public administration, namely in terms of government openness, transparency and protection of informants [1]. It is also should be noting that the content of openness and transparency is closely linked to publicity. Publicity in research is defined as the dissemination through the media of the process and results of the work of the authorities. According to O. Tomkina, the essence of the principle of publicity lies in the openness, transparency, publicity of the organization and activity of public authorities, local self-government authorities, their officials, accessibility of information about their activities [2]. Publicity policy implies maximum openness in the public sector, freedom of information that is relevant to the interpretation of openness and transparency. These principles imply the formation of the simplest possible understanding of the process of governance and decision-making, involving the public in the process of public administration. Openness and transparency, in a sense, is a complex concept that implies access to public information, the formation of transparent and open activities through the cooperation and dialogue of public authorities with the public.

N. Grischenko believes that openness and transparency can be called democratic because they contribute to democratization and that they are the main condition for access to information on the activities of public authorities [3].

It should be emphasized that there is no single interpretation of the concept of «openness» and «transparency», but in most cases, scientists believe that the concept of «openness» is broader than the concept of «transparency». Also, there are two aspects of openness: accessibility and responsiveness. Accessibility means that communication between public sector entities should be made at all times. An example of this is the development of e-government, the provision of electronic administrative services, etc. In turn, the concept of «responsive» means promptness, the ability to be open to new ideas and requirements. The concept of «transparency» means being under public control, developing, taking decisions and reporting to the public authorities. There are times when the notion of «transparency» is seen as another aspect of «openness».

The principle of openness and transparency ensures the ability to oversee public administrative activities, their results to comply with existing legal norms. In turn, N. Hudyma differentiates the notions of transparency and open-

თარებას უკრაინაში. ასევე, ამ კვლევაში ჩვენ გავაანალიზეთ უკრაინაში ანტიკორუფციული პოლიტიკის განხორციელების საფუძველი და მისი შედეგები ქვეყნისთვის. დასკვნებში მოცემულია გამჭვირვალობისა და ღიაობის პოლიტიკის არსი, უკრაინაში ღიაობის და გამჭვირვალების პოლიტიკის განხორციელება, მისი განხორციელების ძირითადი მიმართულებები, აგრეთვე საფრთხეები და მათი გადაჭრის ძირითადი შესაძლებლობები.

საკვანძო სიტყვები: ეფექტური მმართველობა, ელექტრონული მმართველობა, დემოკრატიზაცია, გამჭვირვალება, ღიაობა, გამჭვირვალობა და ღიაობა, კორუფცია, CPI.

Interaction between the public authorities and the public is a very important prerequisite for the considerable reforms and sustainable development in the states. The world lives in an information society, it is a type of society where the possession of information is the driving force behind its transformation and development. The Organization for Economic Cooperation and Development is one of the leading efforts in promoting and protecting the free flow of information. They believe that

ness, considers them as certain principles of functioning of public administration authorities. Transparency is the establishment of conditions by the government to ensure that citizens and other entities are involved in managerial decision-making, and openness is a duty to ensure that citizens have free access to public administration [4]. K. Hood proposes to treat transparency and openness as an opportunity and a direct right for the public to access information about the activities of public authorities [5].

According to the Principles of the European Administrative Space, the principle of openness and transparency should be understood as openness as opposed to secrecy, transparency as opposed to discretion, exclusiveness of the confidential and secret nature of the activities of public authorities, entry into force only after their official publication; the subject of public administrations to external control, as well as the compulsory justification and justification of the decision taken by a person whose rights or legitimate interests are affected by its adoption [6].

Access to information is the right of citizens to request and receive information from public authorities. It is often foreseen by freedom of information legislation. Access to information ensures accountability, together with informed public participation in decision-making, and therefore forms the basis for the effective functioning of democracy. The level of openness and transparency of the state is closely linked to anti-corruption activities that are relevant to Ukraine. Effective counteraction to corruption is impossible without ensuring real transparency and information openness to the authorities. The activities of government agencies and their officials should be transparent to citizens. By ensuring the transparency of the activity of the governmental structures, the government solves three extremely important tasks for itself and the society: restoring citizens' trust in official power; creates unfavourable preconditions for further corruption of society; ensures the realization of citizens' constitutional rights in the information sphere [7].

Transparency of public sector activities minimizes corruption risks and their consequences. An example of transparency in the activities of public sector authorities in Ukraine is the conduct of public procurement on the ProZorro electronic platform. The official slogan of this reform is: «Everyone sees everything». The advantages of this platform are that it provides for the eradication and systematic prevention of corruption, transparency of the whole tender process, inadmissibility of discrimination of bids, objective evaluation of bids, simplicity, and ease of application of bidding procedures, transition to electronic document flow, full reporting, and analysis of all public records and analysis. , open decision-making procedures, widespread public involvement, private electronic sites. That is, we can see the interplay between anti-corruption, e-governance and openness and transparency. With the help of public procurement in electronic form, we have several advantages: minimization of bureaucracy, transparency of tendering activities, accessibility for everyone and everywhere, development of e-government, development of transparency and openness of activity of public bodies. The principle of transparency and openness in anti-corruption activities closely cooperates with the development of e-governance.

Thus, we can conclude that the policy of openness and transparency is closely related to the concept of good governance, democratization, and other principles that are factors for democratization – participation, accountability, efficiency, transparency, rule of law. This is especially true of the principle of transparency, which in turn is inherent in the principle of openness and transparency – maximum openness in public sector activities. Also, analysing the concepts of «transparency» and «openness», it should be noted that there is no single correct interpretation, but in the research of scientific works, one can see the regularity that the principle of openness and transparency is formed by open access to public information, establishing interaction between public authorities and public, the development of the concept of an open government that these concepts are similar but not identical. Also, openness means access to information about the activities of public bodies, and transparency, in turn, is the accountability of public sector bodies. In other words, openness is an opportunity for the public to receive information about the activities of the authorities, and transparency is the duty of the authorities to provide this information and report on the decisions taken.

The popularization of the Internet in Ukraine and the construction of e-government raise the question of introducing not only technological components but also the perception of relevant principles and approaches to public electronic governance in the information society. Information technology has been transformed into a modernized

platform for public employees who have received a simplified system of contact directly with service users and the dissemination of large amounts of information to the public. The main purpose and task of promoting electronic public services are «open democracy», which makes each participant equal, and this system greatly simplifies the process of obtaining a particular service. As a result, the promotion and implementation of IT in the state system becomes a simple mechanism for consumers of services and employees who provide these services, and such activity increases the level of public confidence in the government apparatus of the state, because directly by such methods it is possible to quickly increase the efficiency and transparency of the activity of the authorities' power.

There is a tendency in the world for the democratization of society. Democratization is a necessary process for the prosperity of developed countries. It should be noted that modern Ukrainian society belongs to transients, that is, those that make the transition from one quality of administration to another. The main component of the political development of transitional societies today is a democracy. Building a democratic society requires the development of innovative approaches to the theory of state-building and the formation of a strategy for the democratic development of a new state [8].

Implementation of the concept of open government is consistent and steadfast adherence to the exercise of state powers and functions of the following principles:

- the principle of information openness - timely provision of information about the activity of public authorities, access to which is not specifically restricted by-laws, acts of the president and the government, which is open, public and authentic, in a format convenient for its search, processing and further use, including in the form of open data;
- the principle of comprehensibility is the presentation of the goals, objectives, plans, and results of the activity of the executive authorities in a form that ensures the simple and accessible public perception of information about the activities of the abovementioned authorities;
- the principle of involvement of civil society is to ensure the participation of citizens, public associations and the business community in the development and implementation of management decisions to take their opinions and priorities into account, as well as to create a system of constant information and dialogue;
- the principle of accountability – the disclosure by the authorities of information about their activities, taking into account the requests and priorities of civil society, enabling citizens, public associations and the business community to exercise control over the activities of executive authorities [9].

The openness of state power is determined by three main factors. First, it is the quality of the current legal and regulatory framework, according to which the state apparatus operates. Secondly, it is the existence of effective and specific mechanisms and procedures for exercising citizens' access rights to information about the activities of state power. And thirdly, the level of political culture existing in society, and in particular in the state apparatus. Today, Ukraine has already developed a fairly extensive legal framework for ensuring openness. However, creating the best possible legislation will not allow for openness until there are some changes in the mass consciousness. The peculiarity of the society of transition during the implementation of democratic transformations is the updating of information processes, involvement in the active participation of the general population in the process of state formation [10].

One of the factors of democratization is the implementation of the principle of transparency and openness in the public sector. In modern society, this phenomenon is receiving a lot of attention, because it is perhaps the main factor in the development of increasing people's confidence in the authorities. Government interaction with citizens can also be seen as a necessity to secure a democratic society. The importance of citizen participation in government activities can be emphasized by analysing the United Nations Development Program, which includes such elements as participation, strategic vision, rule of law, transparency, accountability, consensus-building, ensuring impersonality, efficiency, and effectiveness, accountability [11].

It emphasizes not only the process of participation itself but also transparency. The process of participation is understood as the fact that all citizens have the right to vote when making decisions directly or through representative structures that represent their interests. This element is closely linked to the process of decentralization, which involves public hearings, implementation of participatory budgets, etc. Transparency, in turn, is understood as the

process in which information must be made publicly available. Again, the importance of access to information for the development of the state is emphasized.

Participation budget is a democratic process aimed at establishing participatory budgeting aimed at establishing a systematic dialogue between local self-government bodies and the public, as well as increasing the level of involvement of the residents of the territorial community in the decision-making process for the development of the territory, solving urgent problems of the vital activity of the territorial community.

Democracy depends on the ability of people to participate in public debate. To do this, they must have access to reliable information and the ability to control the political process at different stages. The principles of openness and transparency are closely linked to the fundamental right of the individual to receive information and hold public authorities accountable for their actions. When Kallas, Vice-President of the European Commission, launched the European Transparency Initiative in 2001, he emphasized that «information sharing is a well-tried and trusted tool that can restore public confidence in the ability of public authorities to effectively and efficiently govern their country» [12].

At the present stage, one of the main means of ensuring transparency of government activity is the use of information and communication technologies, related to it increase the level of informatization of the society, access to the resources created by the authorities, availability of technical possibilities for their use. As the functioning of the electronic information resources of the authorities is a prerequisite for the development of e-government (or e-democracy) related to the formation of the information society, it should be emphasized that even with the use of these information resources in Ukraine there is a one-sided connection, access to all is not available. documents that may be of interest to the public. Against the backdrop of unresolved issues of transparency and efficiency of the activity of public authorities, a gradual decline in confidence in political institutions in Ukraine is noticeable, the low level of which corresponds to the trends in the majority of post-socialist countries. To some extent, this particularity is caused by the economic situation and the inability of most governments to quickly overcome the effects of the global economic crisis, and political parties to form the authorities that can solve the overwhelming majority of related issues. In this way, political confidence in uncertainty is linked to the public expectations of certain decisions by the authorities. At the same time, the democratic development of political development, including the signs of minimizing the level of corruption in society, creating conditions for transparency and openness of functioning of public authorities, enabling citizens to participate in the decision-making process in the sphere of public policy, will help to increase the level of trust in political institutions, public interest.

Therefore the development of open government gives impetus to the development of democracy, the harmonious interaction of citizens with the authorities and other positive processes for society. Particular attention should be paid to the development of openness of the authorities to access to information, which in turn enables the further development of e-governance, e-democracy, the involvement of citizens in interaction with the authorities. The importance of implementing the principle of openness and transparency can hardly be overestimated, since due to transparency, there is a significant reduction in the level of corruption, development, and simplification of communication between public authorities, increasing public confidence in public authorities, etc. The development of e-democracy is important for e-democracy. citizen involvement through e-democracy tools can reach all citizens of the country, it all depends on the willingness, the ability to use technology AI and availability of skills. At the moment, the principle of public participation in public sector activities is being promoted, linked to the development of the implementation of the principle of openness and transparency.

The purpose of the implementation of e-government in Ukraine is to develop democracy to achieve european standards of quality of electronic public services, openness and transparency of power for the individual and the citizen, public organizations, business. Such activities contribute to improving the quality and accessibility of public services for each individual and citizen, simplifying various procedures and reducing administrative costs, and improving the quality of administrative and administrative processes. It should also be emphasized that this will also be one of the factors for improving the control over the performance of public authorities and local self-government, ensuring

openness of information on the activity of public authorities and local self-government, as well as widening access to it and enabling participation of citizens and civic institutions. society in the process of preparation and examination of draft decisions that are made at all levels of government. Therefore, strategic goals should be identified for improving public electronic services that relate to society and the development of the state. Such activity provides access to all kinds of open information, which is of some importance, and also engages citizens in public affairs.

Government has the following basic functions concerning eGovernment:

- improving the quality and access to public services for citizens;
- simplifying procedures and reducing administrative costs;
- improving the quality of administrative and administrative processes, ensuring control over the performance of executive bodies while ensuring an adequate level of information security;
- ensuring openness of information on the activity of executive bodies;
- increasing access to it and enabling direct participation of citizens and civil society institutions in the process of preparation and examination of draft decisions taken at all levels of public administration, permitting, registration, legalization of documents, nostrification and verification;
- recognition of a certain status, rights of a person.

That is, the main role of electronic public services in the public sector is to simplify and automate the cooperation of state and municipal authorities with consumers of services, as well as reduce bureaucracy in the state system, optimize all activity processes, maximize transparency of activities and minimize time to receive the service.

In the book «Administrategy. Your Successful Career in Public Administration» A. Pivovarsky [13] notes the importance of moving from a traditional management system to a new one, where e-government is a key factor in the productivity of public authorities. Thus, in the traditional bureaucratic process, the process itself is too slow for modern society, it consists of many stages where the organization does not meet the current standard level. The current system of activity of public authorities should be more mobile. In March 2015, the Ministry of Infrastructure started to introduce electronic document flow to speed up the reconciliation process. This clearly showed the distinction between «old» and «new» civil servants. In this way, the process of electronic document flow enables to accelerate the process of providing services and its activities as a whole, making the process more transparent.

Priority areas are the modernization of public services and management for citizens, business and government. The modernization of public direct services is aimed at the promotion of electronic services, the development of electronic identification, the promotion of electronic participation of citizens, the development of open data. The development of e-governance is not possible without a competent basic IT infrastructure and efficient management of all available resources in the field. Openness and transparency in public sector activities are interlinked with open data provided by local governments and public authorities. Open government and municipal data is an inexhaustible resource of information, the analysis of which helps to make effective and informed decisions to public authorities, local, public, private and private organizations. In other words, open data increases public participation in the public sector, increases transparency and accountability in the activities of local governments, promotes more efficient use of resources, improves the quality of service delivery, promotes innovative business development and creates socially useful services.

The peculiarity of open data development is that it is directly transparent work of public sector bodies and an opportunity for the mass media, business, and the public to use data to improve efficiency, quality of work. Openness and transparency are important components of building public confidence in the government, public accountability of the public authorities to the population, which is necessary for the functioning of democracy and a market economy. Measures aimed at promoting government transparency, expanding opportunities for the public, developing the potential of new technologies, combating corruption, and integrity in public procurement. Publication of open data in the field of public procurement has led to a reduction in the level of corruption and increased cost savings in the public sector by increasing the number of tenderers who have started tendering. In other words, open data in the field of public procurement made it possible to attract more participants, which in turn led to increased competition and lower prices. Open data has already raised more than \$ 700 million for the Ukrainian economy.

It should also be noted that in modern conditions, society is increasingly evolving in the direction of information technology, which emphasizes the relevance of transparency of government activity and the accessibility of the public to control its activities. In the modern age of the Internet, the development of e-government cannot be ignored, as it promotes transparency in the activities of public authorities. The development of e-government facilitates public dialogue with the public sector, the performance of public authorities more quickly, by reducing red tape, simplifying the provision of information to citizens at their request, and allowing citizens to influence government decisions.

The implementation of the system of the principle of openness and transparency can be clearly traced in the following directions: open government, good governance, development of effective methods of combating corruption, implementation of the Supreme Anti-corruption Court, development of e-governance and e-democracy, and promoting the development of anti-corruption cooperation population to the public sector and citizen participation in its activities.

The debureaucratization of public sector processes is an important factor in building a prosperous society. Debureaucracy is a complex of measures of democratic power, political parties, public organizations, public movements aimed at easing bureaucracy. Bureaucratism is an integral feature of state-corporate capitalism and other economic systems of which the state is a party, and can be amplified in the process of obtaining the economy, so bureaucratization cannot be complete. The basic means of debureaucratization of the reduction of the state apparatus, freedom of access to socio-economic information, raising the level of education and culture of the population, use of modern achievements of science and technology for complex automation of the management process, strengthening the features of the rule of law, strengthening the role of public organizations in society, strict control over implementation the state budget, democratic elections to higher authorities, conducting competent paperwork, etc [14].

That is mean, that digitalization of society becomes one of the main factors in reducing the level of bureaucracy, the level of corruption in the public sector, and is characterized by an increase in the level of trust in public authorities through the implementation of a policy of transparency and openness. Thus, strategic objectives should be identified for improving e-governance that is relevant to society and the development of the state. The implementation of e-government is the basis for the bureaucracy process. Such activity provides access to all kinds of open information, which is of some importance, and also engages citizens in public affairs. An interesting example is the consideration of petitions and their signatures in electronic form, which directly affects the level of public confidence in public authorities.

The main aspects of e-governance de-bureaucratization are shown in Fig. 1.

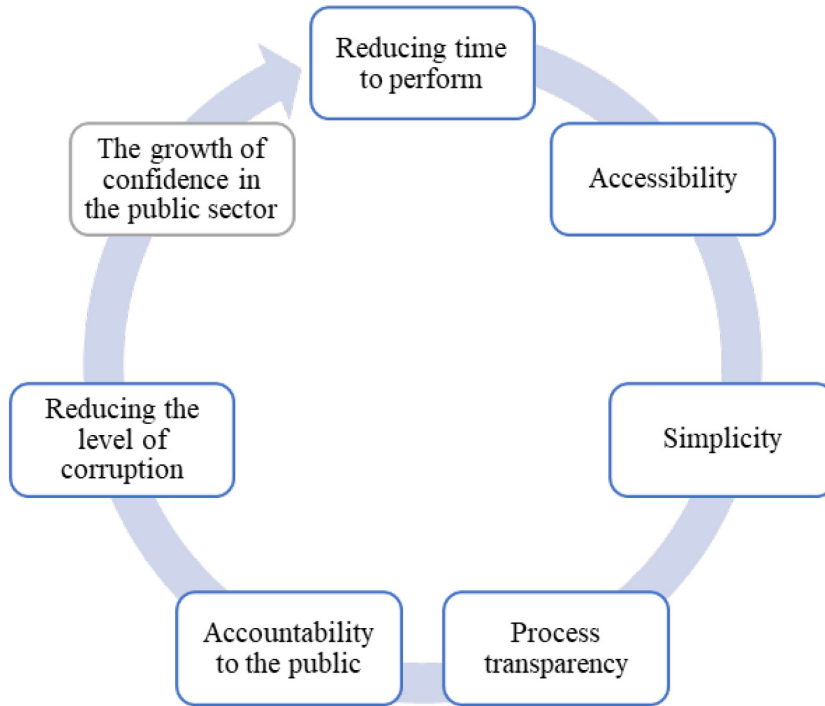
That is, e-government has the following basic functions: improving the quality and access to public services for citizens; simplifying procedures and reducing administrative costs; improving the quality of administrative and administrative processes, ensuring control over the performance of executive bodies while ensuring an adequate level of information security; ensuring openness of information on the activity of executive authorities, broadening access to it and enabling direct participation of citizens and civil society institutions in the processes of preparation and examination of draft decisions taken at all levels of public administration, permitting, registration, legalization of documents, nostrification and verification, recognition of a certain status, rights of a person.

Anti-corruption measures are essential to the success of any country. The implementation of the principle of openness and transparency in the conduct of its activities by public authorities is one of the factors to overcome this problem. Corruption is dangerous because of its consequences, it covers illegal activities that are hiding and usually manifest only as a result of scandals or investigations that have already taken place. That is, it is quite difficult to give a qualitative and accurate assessment of the level of corruption in the countries, since a large number of corruption crimes may still be hidden and undisclosed. Relying on official data alone, it is difficult to make an objective assessment, since official data is first and foremost the quality of the judicial system and the media in the area of corruption investigations, rather than completely real data. Therefore, Transparency International considers the most reliable and objective way to measure the level of corruption perceptions by various professionals in various areas relevant to corruption risks and able to give expert judgment to the Government on its anti-corruption activities. The Corruption

Perceptions Index aggregates data from various sources that provide information on perceptions of corruption in the public sector in different countries by business and country experts.

FIG. 1.

**THE MAIN ASPECTS OF E-GOVERNANCE DE-BUREAUCRATIZATION
(DEVELOPED BY THE AUTHORS)**



For 5 years, Ukraine has risen in the Corruption Perceptions Index gained 7 points more in 2018 than in 2013. We can see the regularity of the fact that in Ukraine, usually by 1 point, every year, but according to the survey in 2015-2017, it received 2 points. Such positive dynamics are driven by the advancement of anti-corruption reform, as well as the development of transparency and openness of the public sector [15].

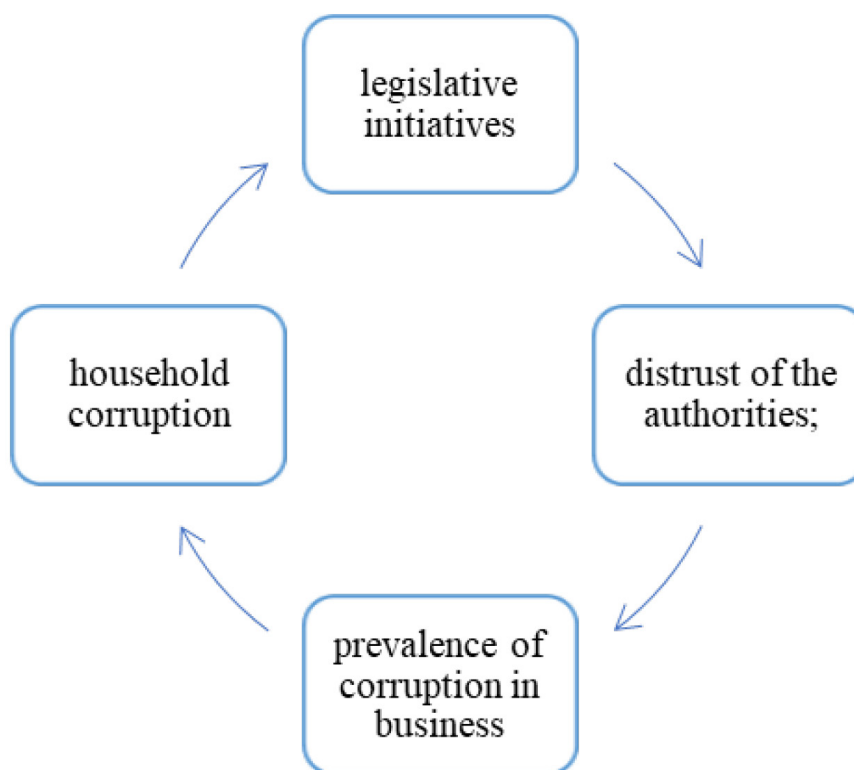
The main problems for implementing a policy of transparency and openness in the area of corruption are shown in Fig. 2.

Nevertheless, Ukraine has managed to improve its performance due to the positive results of anti-corruption activities in the areas of gas market reform, public procurement, party financing, as well as the development of e-governance, the work of new anti-corruption authorities, and deregulation.

The transparency and openness policy is extremely relevant for the implementation of development policy for Ukraine. Openness - means access to information about the activities of public bodies, and transparency, in turn, is the accountability of public sector bodies. The principle of transparency and openness is formed through open access to public information, establishing interaction between public authorities and the public. Good governance principles operate in a comprehensive system, so the principle of transparency and openness is interlinked with other principles, with particular emphasis on the principles of transparency, rule of law, accountability, efficiency, and participation. The principle of publicity is as similar in nature to transparency and openness as possible - maximum openness in the activities of public authorities. The transparency and openness policy is closely linked to the human right to receive information and hold public sector bodies accountable for their actions. The development of openness of government gives impetus to the development of democracy, effective interaction of citizens with the authorities and other positive processes for the society. At the moment, the principle of public participation in public sector activities is being promoted, linked to the development of the implementation of the principle of openness and transparency.

FIG. 2.

THE MAIN PROBLEMS FOR IMPLEMENTING A POLICY OF TRANSPARENCY AND OPENNESS IN THE AREA OF CORRUPTION (DEVELOPED BY THE AUTHORS)



In conclusion, implementing a policy of transparency and openness shapes a system that consists of democratization, shaping actions by the concept of good governance and leading to greater transparency and openness of government through the development of e-democracy and public participation in the processes of e-governance and reduction of governance. E-governance is one of the main and most effective ways to implement a system of transparency and openness in the public sector. That is, the implementation of the principle of transparency and openness in public sector activity depends, in my opinion, in two main areas: anti-corruption policy and e-governance. Without the successful implementation of anti-corruption policies and the fight against corruption, the principle of openness and transparency, as well as other principles that cannot be fully implemented, can be implemented. That is, the problem of corruption is a major factor in slowing down the implementation of the principle of openness and transparency. In turn, e-government and the country's development in this area, on the contrary, make it possible to accelerate the processes in the state, as well as to realize the openness and transparency of power in full and in all spheres of public-sector activity.

REFERENCES

- [1] **Bauhr M., Nasirituosi N.** Transparency and Its Discontents. How IO Transparency Influences Domestic Resistance to Government Reforms: QoG Working Paper Series 2010: Gothenburg: University of Gothenburg, 2010. 24 p.
- [2] **O. Tomkina.** Pryntsyp hlasnosti protsedury pryynyattya pravovykh aktiv Kabinetu Ministriv Ukrayiny / O. Tomkina // Pravo Ukrayiny.–2004.–№ 9.–S. 28–29. , c. 28-29
- [3] **N. Hryshchenko.** Transparentnist' vlady: nema patrytsiyiv – nema vasaliv. Zhurnal Viche. Kyiv, 2008. №11. URL: <http://www.viche.info/jornal/982>.
- [4] **N. Hudyma.** Pryntsypy vidkrytosti i prozorosti v diyal'nosti orhaniv derzhavnoho upravlinnya Ukrayiny: dys. ... kand. nauk z derzh. upr. Kyiv, 2008. 22 , s. 135.

-
- [5] **Hood Ch., Heald D.** Transparency in historical perspective / Transparency: The Key Better Governance. Oxford: Oxford University Press, 2006. P. 3–23.
- [6] Governance Program: Strategic Framework for Ukraine. UNDP Kyiv, Ukraine. 2002. [Electronic resource] - Mode of access to the resource: https://www.ua.undp.org/content/dam/ukraine/docs/UNDP%20CPAP_FINAL_ENG.pdf.
- [7] Open Data - City Center for IT [Electronic Resource] - Resource Access Mode: <https://www.city-adm.lviv.ua/it/open-data>.
- [8] History and Practice of Public Administration and Local Self-Government in Ukraine Bagmet, V.M. Yemelyanov - Volume II- <https://buklib.net/books/35867/>
- [9] Civil Society of Ukraine: Current State and Prospects of Implementation of European Standards for Cooperation with the State: Coll. materials international. Research Practice Conf. (December 12, 2013, Kyiv) / in order. VM Yablonsky, AA Kornievsky, PF Vozniuk; for the total. ed. OA Kornievsky. - K.: NISD, 2014. - 192 p. - (Cf. Civil Society, Issue 1)
- [10] **Kandaurov S.** Transparency and openness of power as a pledge of democratic governance [Electronic resource] / S. Kandaurov. - Access mode: <http://elearn.univector.net/file.php/14/Material.html>
- [11] History and Practice of Public Administration and Local Self-Government in Ukraine Bagmet, V.M. Yemelyanov - Volume II- <https://buklib.net/books/35867/>
- [12] Extract from “Communication to the Commission from the President, Ms. Wallstrom, Mr. Kallas, Ms. Hubner and Ms. Fischer Boel. Proposing the Launch of a European Transparency Initiative. Memorandum to the Commission”.
- [13] **Kishilevsky M.** Administration. Your successful career in public administration. / M. Kishilevsky, I. Kishilevskaya. - Kiev: Fundamentals, 2017. - 368p. .]
- [14] Economic Encyclopedia: In three volumes. Vol. 1. / Ed.: P. V. Mochernyi (ed.) And others. – K. : Academia Publishing Center, 2000. - 864 p.
- [15] CPI-2018 Corruption Index. [Electronic resource]. - Access mode: <https://ti-ukraine.org/research/indeks-koruptsiyi-cpi-2018/>