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ECONOMICS

ORGANIZATION OF INTERACTION BETWEEN THE HEALTHCARE INSTITUTION AND THE PHARMACY REPRESENTATIVES

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Annotation. *The article outlines the conceptual framework for the content of transformations in the health care system in Ukraine. The definition of the organization of interaction as a general function of management is given, its importance in the conditions of healthcare reform is substantiated. A model of organization of interaction of participants of the innovation process in the health care system is built. The characteristic features of state structures that are responsible for the implementation of change policies in the Ministry of Health of Ukraine and ensure their effective interaction are presented. The structural transformation of the activities in the field of health care with the participation of pharmacy representatives is proposed.*
Keywords: *ecology, investments, human resources management, strategy, analysis.*

Formulation of the problem. Healthcare is a complex of all organizations, institutions and resources whose main goal is to improve health. Its quality functioning depends on the system of management, which is one of the main "building blocks" and involves the interaction of a range of different resources – human, financial, information and communication, logistics, as well as the formation of public administration mechanisms and a separate medical institution where it is necessary to provide services that are responsive to the needs of the population and fair from a financial point of view. The need to solve new and complex problems due to the trends of artificial intelligence and e-commerce, digitalization of processes, entry into the pharmaceutical market of distribution of the world's giants, is facing all health care facilities, including subjects of the modern pharmaceutical market, forcing them to integrate.

Today, health care systems are undergoing worldwide transformation, driven by globalization, limited financial resources, and rising health care spending, especially as the Covid-19 pandemic intensifies, and increasing demands and needs of the population. The challenges facing the domestic health care system have changed significantly since Ukraine's independence. As in many other countries, the health of Ukrainians is influenced by such powerful factors as an aging population, rapid urbanization and the global spread of unhealthy lifestyles. The European integration course, the introduction of European values and standards in all spheres of life in Ukraine requires the introduction of changes in the management systems of health care facilities, the transition to the principles of scientific management and the use of universal provisions of world management suitable for Ukraine and updates research on this issue [9].

Analysis of recent research and publications. Theoretical and practical aspects of management of health care and medical development in society are considered in the scientific works of many foreign scientists, for example, in the works of: A. Belton, K. Batti, J. Maxwell, T.R Malthus, D.Ricardo, J.Robinson, D.Sutcher, D.Smith, D.Tabor, J.Hopkins, etc., as well as Ukrainian scientists – O.Baeva, S.Vovk, I.Danilenko, V.Danko, O.Dmytruk, O.Zaglada, A.Kalyuzhny, L. Kachaly, K.Kyzylova, I. Kuzyna, V.Lobas, O.Martyniuk, L.Melnyk, V.Myronyuk, G.Slabky, S.Smirnov, L.Stefanyshyn, M.Shevchenko, M.Shortel and many others. In the vast majority of studies, the authors identify the features of the structure and guidelines for the organization of health care, the substantive principles of strategic objectives and the main areas of implementation. Such authors as V.Alekperova, T.Zhelyuk, Y.Ryakhovska, V.Podvorochanska, M.Shkilnyak and others study the problems of interaction between the field of health care and pharmacy. The analysis of them and other publications showed that there is a need for additional research to reveal the current features of the management of health care facilities in terms of reforming the medical sector of Ukraine from the standpoint of ethical, legal, personnel and organizational and economic aspects.

Formulation of the problem. Despite the well-covered problem of health care facilities management in theoretical and practical research, there is still the problem of finding effective levers for the implementation of the health care facilities management mechanism, among which pharmacy has an important place.

The purpose of the article is a theoretical and methodological substantiation of the peculiarities of organizational interaction between health care institutions and pharmaceutical entities to improve the quality of medical services.

Presentation of the main research material. An integral element of the decision-making process by the head of any governing body is the organization of interaction between employees and external stakeholders. The organization of interaction in management is influenced by management technology (methods, tools, ways) and information support. The formation of a management system in any industry depends on a number of factors (government, type of ownership, market maturity, etc.), which makes it impossible to copy the management model of another country, but involves the use of best and most effective world practice

The organization of interaction is a form of identifying purposeful influence on teams of people, which involves the formation of the object and subject of management, their units and relationships between them, the creation of a management structure of the enterprise. It is based on the relationship of authority between hierarchical levels, providing the possibility of distribution and coordination of tasks.

According to p.49 of the Constitution of Ukraine [3], everyone has a natural inalienable and inviolable right to health, which depends on the action of various factors, grouped according to the intensity of their impact (biological factors and the environme, the activities of medical institutions and the way of life of each individual).

The mechanisms of organization of medical care are complex combined programs that unite medical institutions, medical diagnostics, treatment and pre-preventive measures. They form a certain system that is responsible for the public health of the population in the country (Fig. 1).

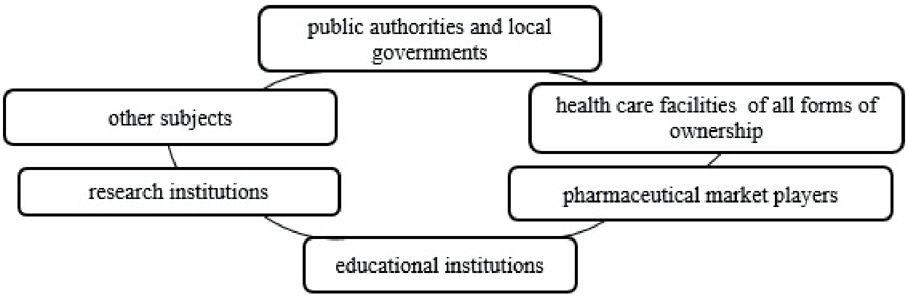

Fig.1. The system of ensuring the rights of citizens to health care
Source: developed by the author

There are 3 levels of management in the health care system:
1) management in health care facilities;
2) regulation of the medical field;
3) health care management [5].

It is worth noting that the modern pharmacist is crutial for the development of the health care system, as he is not only the main consultant to the patient and doctor, but often is at the "forefront" of medical and pharmaceutical care. The patient's health and life often depend on his level of qualification, so in today's developed world his role extends to prescribing, providing pharmaceutical care, diagnostic procedures, promoting a healthy lifestyle, consulting other health professionals, etc. In this regard, the pharmaceutical sector of Ukraine is undergoing significant changes due to the need to bring the conditions of production and quality assurance of medicines to the level of stricter EU standards in the context of European integration of all management processes.

Over the last three years, the implementation of European health standards has been the most dynamic. The pharmaceutical sector is one of the basic elements of the national economy, which ensures the formation of the state budget, job creation and market saturation, the implementation of the constitutional obligation of the state to guarantee public health by ensuring the right to medical and social assistance. For pharmaceutical manufacturers, the state becomes not only as a rule-making and regulatory mechanism, but also as a consumer and customer of pharmaceutical products. The levers of changes in the standards of its functioning are the pharmaceutical industrial and scientific and technical potential, health care financing systems, the stability of the financial services market and the level of culture in society as a whole.

Today in Ukraine there is an acute shortage of health professionals who are able to make responsible, independent and effective strategic decisions, due to the lack of an effective system of training managers and creating a quality educational base considering the best achievements of leading countries and Ukrainian realities. It should be noted that health managers in the developed world are mainly medical managers with economic or legal education, and in Ukraine they are a significant proportion of specialists without experience and management skills, while they are medical practitioners.

The organizational mechanism of health care facilities management as a system of management actions is implemented in the process of organizing management activities and is significantly determined by the trends of public administration reform. These actions are reflected in the work of health care professionals who have the appropriate competencies (Fig. 2).

Fig. 2. Competences of health care professionals
Source: formed by the author using [5, p.153]

Today's reformed health care organizations need to be flexible and adaptable, able to respond to uncertainty and changing conditions, and to interact organically with the world around them. It should be borne in mind that in management reform an important place is occupied by the optimization of relations between different levels of government both horizontally and vertically. Today, there is a dual subordination of health authorities: local authorities (horizontally) and senior management of the industry (vertically), which requires some coordination in the reform process. Needs to change the model of the relationship in the plane of "doctor – organization ", rethinking relationships, involvement of physicians in the management of organizational activities to solve problems of cost management, improving the quality of care, enhancing performance and resource use, strategic planning [5, p.152 -153].

Based on the above, there is an urgent need to improve the organization of health care with their focus on innovation and enhancement of basic business processes through the development and implementation of new medical projects (Fig. 3).

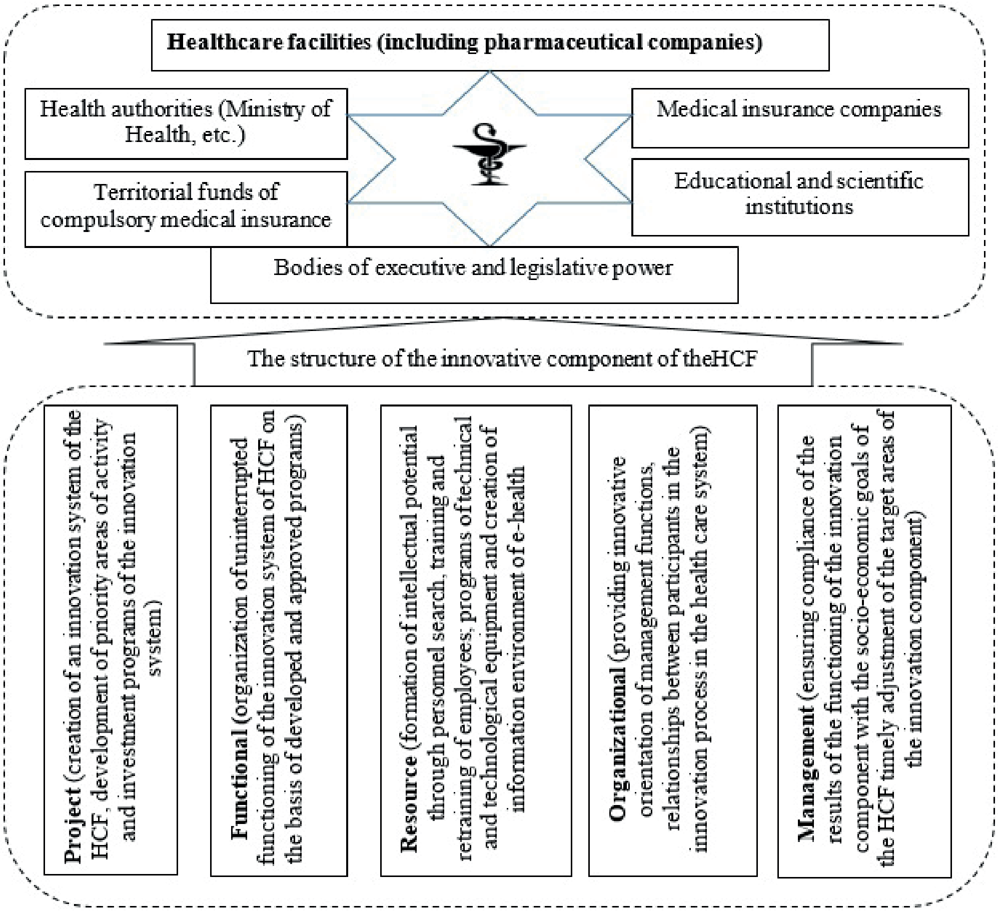

Fig. 3. Scheme of the model of organization of interaction of participants of the innovation process in the health care system

Source: adapted by the author for [1, p. 106]

The main provisions of the National Policy on Provision of Medicines for the period up to 2025 envisage the growing importance of the use of medical care protocols and the introduction of a formulary system that should ensure the rational use and purchase of budget drugs, in particular, domestic production. Involving doctors, health care providers and drug manufacturers in this process is the most tried and tested approach to solving problems in conditions of limited financial resources. The World Health Organisation pays considerable attention to the problem of building such interactions, based on the Ethical Criteria for the Promotion of Medicines as guidelines for this process.

An analysis of the practice of interaction between medical professionals and drug companies has shown that the latter are often accused of aggressive policy towards doctors when prescribing drugs. To build a constructive dialogue and effective cooperation between drug manufacturers and medical professionals, it is advisable to introduce the position of manager of the formulary system, which will ensure the implementation of the basic principles of effective operation of the industry as an important and integral part of standardization of health care. The basic competencies of such a manager should be strategic mobility in decision-making, partnership activity and the organization of transparent and impartial promotional activities [1].

The use of medicines in medical practice is possible only with the permission of the Ministry of Health of Ukraine, which is issued based on the results. Effective solution of the problems of pre-clinical study and clinical trials of medicines in order to establish or confirm their effectiveness and safety is possible with the fruitful cooperation of entities and authorized public authorities, taking into account the rules of international law. The establishment of cooperation between these entities is achieved within the framework of government relations (GR). Leaders of industry associations and public organizations, heads of business entities (including the Ukrainian Association of Clinical Trials), lawyers, PR professionals, etc. have the opportunity to successfully conduct GR-practice and implement the above tasks [7].

In order to effectively implement the state policy in the field of health care, a number of state structures have been created and updated, which are responsible for the implementation of the policies developed by the Ministry (Table 1).

Table 1

Characteristics of government agencies responsible for implementing change policies in the Ministry of Health of Ukraine

№	Name of structure	Who and when created	Characteristic features of activity
1	**National Service health of Ukraine**	Resolution of the Cabinet of Ministers №1101 of 27.12.2017	- central executive body, whose activities are directed and coordinated by the Cabinet of Ministersof Ukraine through the Minister of Health for the implementation of governmental policies in the field of state financial guarantees of medical care; - a national insurer that enters into contracts with health care providers, monitors compliance with their terms and makes direct payments to health care facilities for the services provided
2	**State Enterprise "Electronic Health"**	Order of the Ministry of Health of Ukraine №1597 dated 14.12.2017	- an element of the transformation of the health care system, which combines the registers of medical institutions, doctors and patients in order to develop quality solutions based on reliable data that is constantly updated; - the main developer of the technical core of eHealth in Ukraine is an electronic health care system that provides exchange of medical information and implementation of the program of medical guarantees of the population.

3	**Center for Public Health**	Order of the Ministry of Health of Ukraine №604 dated 18.09.2015	- is responsible for implementing the policy of preserving and strengthening the health of the population by promoting commitment to the prevention and timely treatment of diseases, promoting a healthy lifestyle, as well as ensuring biological safety in the country; - promotes changing the paradigm of thinking of the population - from the need for treatment to the need to maintain their own health;
4	**State Enterprise "State Expert Center of the Ministry of Health of Ukraine"**	order of the Ministry of Health of Ukraine dated 07.10.2010 №188-o	- an expert organization authorized by the Ministry of Health in the field of preclinical study, clinical trials and state registration of medicines, which for the first time in Ukraine switched to a service format of work with pharmaceutical companies, created by reorganizing the State Pharmacological Center and the Center for Immunobiological Drugs; - the main organization in the field of pharmacovigilance, standardization of medical care and medical and pharmaceutical services; - since 2019, the SEC Service Center has provided services to pharmaceutical manufacturers who want to register drugs in Ukraine or conduct clinical trials ("Single Window" of the Ministry of Health for companies and distributors)
5	**State Service of Ukraine for Medicines and Drug Control (hereinafter - the State Medical Service)**	Resolution of the Cabinet of Ministers of Ukraine "On optimization of the system of central executive bodies" №442 of 10.09.2014.	- Central executive body created by merging two state services - "medicines" and "drug control", whose activities are directed and coordinated by the Cabinet of Ministers through the Minister of Health in the implementation of state policy in the field of quality control and safety of medicines drugs, medical equipment and medical devices, trafficking in narcotic drugs, psychotropic substances and precursors, combating their illicit trafficking; - since 2019 has conducted test operation of the electronic licensing system for the production of medicines, which provides for the possibility of submitting applications for licensing the production of medicines, import of medicines, production of medicines in pharmacies, as well as wholesale and retail trade. - together with the national system of health care of Ukraine carries out automatic data exchange with the national system of electronic interaction between government agencies "Trembita", which allows for more than 1 million automatic data checks per month.
6	**State Enterprise "Medical Procurement of Ukraine"**	order of the Ministry of Health of Ukraine dated 25.10.2018	- the only national agency that gradually provides centralized procurement of quality medicines and medical products from the state budget, is responsible for the transparency and efficiency of these procedures; - procurement center for medical goods

Source: compiled by the author using [6]

Such a system helps patients to receive and doctors to provide quality medical services, allows to control the effectiveness of the expenditure of public funds allocated to health care and to prevent abuse. Work on electronic sick leaves is continuing, that will completely replace paper ones.

The decisions that health care managers make on a daily basis directly affect the quality of life in society. Ethical issues play an important role in the effective interaction of health care facilities with pharmaceutical companies, which include the avoidance of conflicts of interest and the need for objectivity in the decisions of health care facilities professionals.

In the world practice, a number of legislative and self-regulatory rules is introduced to limit the possibility of improper influence on the behavior of health professionals by pharmaceutical companies and ensure the ethical nature of the relationship between health professionals and patients. In particular, such rules are summarized in the Code of Ethics for the Pharmaceutical Market within the following industry associations: the International Federation of Pharmaceutical Manufacturers and Associations, the European Federation of Pharmaceutical Manufacturers and Associations and the Association of Pharmaceutical Researchers and Manufacturers. They are the basis for the development of their own codes of conduct by national industry associations and form an international system of standards for the interaction of the pharmaceutical business with health professionals [9, p. 142].

At the same time, in the legal field of Ukraine, the regulation of interaction between pharmaceutical companies and healthcare professionals is quite limited. In particular, only one article in the Fundamentals of the Legislation of Ukraine on Health Care (78-1) is devoted to this issue, which forbids medical and pharmaceutical workers to receive illegal benefits from pharmaceutical companies, samples of medicines and medical devices for professional use, and also to advertise medicines and medical devices, including prescribing medicines on forms with advertising information. Note that pharmaceutical workers have no right not to provide or hide information about the availability of an alternative to the drug in the pharmacy. Obviously, this rule is also aimed at limiting the ability of manufacturers and distributors of medicines to influence consumer choice through a pharmacist [2].

An important direction of change in the domestic health care system may be the development of public-private partnership as one of the systemic mechanisms for reforming the industry. The structural transformation of health care activities between the state, the private sector and public-private partnerships can be carried out in a set of different activities, among which the pharmaceutical industry has the upper hand (Table 2).

In the direction of reforming the industry by the Resolution of the Cabinet of Ministers of Ukraine of April 25, 2018. №411 the Procedure for functioning of the electronic health care system was approved, which defines in detail the mechanism of its functioning, user registration, entry and exchange of information and documents in the electronic health care system in accordance with the Law of Ukraine "On state financial guarantees of health care" [10].

Table 2

Structural transformation of health care activities

Spheres	Sectors	Activities
1. Productive sphere of health care systems	a) private sector	- pharmaceuticals; - medical equipment and tools for medical purposes; - auxiliary materials for medical purposes (furniture, medical clothing, etc.)
	b) public-private partnership	- pharmaceuticals; - medical equipment and tools for medical purposes; - reconstruction and repair and construction works of medical institutions and buildings.
2. Non-productive sphere of health care systems	a) private sector	- pharmacy business; - specialized media (medical profile); - non-traditional and folk medicine; - primary medicine (private medical offices, family doctor's institute); - secondary (specialized) and tertiary (highly specialized) medicine (diagnosis, treatment in private practice); - organization of health insurance; - medical firms - intermediaries and consultants
	b) public-private partnership	- secondary (special) and tertiary (highly specialized) medicine (diagnosis, treatment); - sanatorium and resort services (recovery and rehabilitation); - medical research, science, education (creation of the Institute for Management Training for health care systems on the basis of medical education); - prevention (sports, recreation in children's camps, physical education, "green" tourism)
	c) public sector	- donor service; - primary (health care, family doctor's institute), emergency and disaster medicine; - medical ensuring the rehabilitation of children, pregnant women, pensioners and the disabled; - sanatorium recovery after complex operations and diseases (rehabilitation); - control and management health care systems

Source: compiled by the author for [4, p. 24].

The Ministry of Health of Ukraine has developed and approved the Concept of Health Informatization, carries out international procurement of drugs and medical devices through centralized purchase at public expense. Thanks to public procurement through international organizations, 76 new drugs have appeared in Ukraine, which are registered and available to citizens.

In 2020, the introduction of a guaranteed state package of medical services began with the implementation of plans for the autonomy of all health care facilities, which will be connected to a new funding mechanism under the program of medical guarantees and the possibility of access for all Ukrainians to hospitals. And since 2021 the transformation of the system of emergency medical care in accordance with modern norms and practices has been carring out. The corresponding Concept stipulates that more than 33,000 emergency medical care specialists for 2019-2023 must be trained to obtain the professional qualification of "paramedic" and "emergency medical technician", which will be a prerequisite for increased wages.

In cases of receiving illegal profit, healthcare professionals can be prosecuted, regardless of their status and position. Employees of private hospitals and pharmacies may also be liable for improper benefits. Analysis of the application of appropriate restrictions in the interaction of health professionals and pharmaceutical companies has shown that the safest and most rational measure is to establish common national standards. There is no such document in Ukraine today, while the Code of Pharmaceutical Marketing Practice of the Association of Innovative Medicines Manufacturers (APRAD), which unites 18 leading international pharmaceutical companies and is a member of the European Federation of Pharmaceutical Manufacturers and Associations, contains some developments. Based on it, the Code of Ethics of European Federation of Pharmaceutical Manufacturers and Associations, takes into account the peculiarities of Ukrainian legislation, which set standards for ethical promotion of medicines among health professionals, including organizing and sponsoring conferences, seminars and other events for health professionals, the limits of hospitality in such activities, the provision of gifts, information and educational materials to health professionals, remuneration for services provided by health professionals, etc. [8].

As heads of government and health care institutions play a crucial role in supporting the implementation of health care reforms, they need new knowledge and requirements, which can be grouped as follows: knowledge of modern public health; knowledge, skills and abilities in modern management and administration; increasing the level of economic training; raising the level of legal education and legal culture of management staff.

Conclusions. Based on the analysis of professional and scientific literature, it is concluded that the formation of a competitive environment in the field of health care continues and is only gaining momentum in the transformation and improvement of the organization of interaction. Improving their quality is possible under the condition of subject-subject interaction and trust between pharmaceutical manufacturers and consumers of products, which are numerous health care facilities; open information about price costs and medical services, etc.. It is worth noting that the transformations in the industry are based on the competencies of professionals which contribute to the effective organization of interaction with representatives of pharmacy and ethical principles. The implementation of a set of transformations, formation and accumulation of innovative scientific and technical potential for the provision of medical services and increasing the level of competitiveness of health care facilities can be based on the model of interaction of participants in the innovation process in the health care system.

The article presents the characteristics of government agencies that are responsible for implementing change policies in the Ministry of Health of Ukraine and ensure their effective interaction. The structural transformation of health care activities is proposed on the basis of interaction between public authorities, the private sector and public-private partnership - in a set of different activities. At the same time, further research is needed to study the mechanisms of effective organization of state interaction with pharmaceutical institutions in Ukraine, based on the best world practices.

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FINANCIAL SAFETY OF THE COUNTRY IN THE CONTENT OF ITS BRANDING

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Annotation. *It is emphasized that the security factor, including financial, plays an important role in the branding content of any country. The systematization of scientific approaches to the definition of the concept of "financial security of the country" is carried out. The dynamics of the integrated indicator of economic security and its sub-index of financial security is analyzed. An explanation of the relationship between the financial security of the country and enterprises. The risks of ensuring the country's financial security have been identified. Conclusions on the peculiarities of ensuring the financial security of different countries in the process of their branding are substantiated. It is determined that for the implementation of Ukraine's development strategy and the formation of a positive brand it is very important to establish modern effective forms of cooperation between various government agencies and institutions in organizing permanent financial monitoring and creating and maintaining conditions for financial security.*

Keywords: *country branding, nation brand, financial safety, risks of providing financial safety, content of branding, development strategy, enterprise.*

Introduction and problem statement. The strategic approach to the implementation of the country's branding involves the identification of the content of this process. Taking into account the results of our previous research [1], we believe that the content of the country's branding involves recognizing the content and / or setting targets and limitations of the branding process, as well as a set of measures in the information and communication space aimed at representing the country globally. Almost always during the branding of the country an important role is played by the purpose of this process to ensure security. Each of the types of security (social, environmental, man-made, legal, financial, etc.) directly or indirectly affects other types of security and determines the general level of national security and its perception by those who live or come to the country.

Ensuring financial security plays a significant role in the formation and effective implementation of all content in the country's branding. Unsatisfactory condition of financial and related (monetary, currency, banking, tax, customs and tariff, etc.) systems, lack or restriction of access to financial resources in the process of solving, first of all, priority economic and social problems, the emergence of cyber-terrorism in the financial sphere, geopolitical instability, etc., usually have a negative impact on the financial security of facilities and entities at different levels of government. At the same time, rapid informatization and the emergence of new challenges due to completely new problems that any country may face, radically change the preconditions for financial security.

Analysis of recent research and publications. Problematic issues of implementing the branding policy of countries, building competitive brands and approaches to their evaluation at the level of individual goods / services, enterprises / companies, and entire countries or regions have been studied by both foreign and domestic scientists [2]. At the same time, so far little attention has been paid to the fact that in the formation of a positive perception of the country in the international arena security factor plays an important role, including ensuring the financial security of the country.

Theoretical and methodological principles and scientific and practical aspects of financial security in the development of countries, regions, industries, enterprises, including in the process of forming their brands, have been the subject of research by many foreign and domestic scientists and practitioners. Thus, N. Metelenko [4] grouped the activities of enterprises that affect the risk of loss of financial security. G. Blakita, T. Hanushchak [5] systematized threats to the financial security of the enterprise and the state and identified measures to strengthen this security. S. Karagiannis, V. Kvedaras [6] substantiated the ambiguity of the relationship between economic growth and financial development of the state in the context of maintaining its financial security. It should be noted that the issue of financial security at the country / state level was also studied by V. Geets [7], M. Yeromoshenko, K. Goryacheva [8], A. Mazaraki [9] and others. However, as the situation is constantly changing, new challenges arise that stand in the way of the country's financial security, the issues of ensuring such security need further study.

The purpose of the article is to develop methodological principles for ensuring the effective branding of the country, considering the necessity to ensure its financial security. To achieve this goal, the following tasks are set: 1) to systematize the definitions of the concept of "financial security of the country"; 2) identify the main risks to ensure the financial security of the country, and hence to achieve the targets aimed at maximizing the level and quality of life of the population and increase its competitiveness.

The main results of the study. Financial security, according to the right opinion of various scholars [8] is a systemic concept that can refer to an individual citizen, households, the general population, enterprises (organizations) and entrepreneurs, associations, industries (or sectors of the economy) of a regional or national economic complex, country (or state) and various intergovernmental organizations, the world community as a whole, etc. It is clear that although financial security at different levels of government and in relation to different objects or subjects of government has its own specific content or distinctive characteristics, it, as shown by our analysis of numerous scientific publications [3-7], quite often and, in our opinion, quite rightly considered as a component of economic security. At the same time, we emphasize that there are still many different approaches to defining the essence of financial security as such, as evidenced, in particular, by our systematization of definitions of "financial security" at the national level with the outline, including and the author's vision of this concept (Table 1).

Table 1

Systematization of definitions of the concept of "financial security of the country"

Author (s) / source (s)	Definitions of concepts
Combined approach (or variable position approach)	
O. Baranovsky [10]	1) an important part of the economic security of the state, based on the independence, efficiency and competitiveness of the financial and credit sphere of the country, which is reflected through a system of criteria and indicators of its condition, characterizing the balance of finances, sufficient liquidity of assets and positions of the component of economic security); 2) the degree of protection of financial interests at all levels of financial relations (from the standpoint of the hierarchy of financial relations); 3) the state of financial flows in the economy, characterized by the balance and availability of proven mechanisms of regulation and self-regulation (from the standpoint of mechanisms of regulation and self-regulation in the economy).
M. Yermoshenko [11]	1) protection of financial interests of business entities at all levels of financial relations; provision of households, enterprises, organizations and institutions, regions, industries, sectors of the state economy with financial resources sufficient to meet their needs and fulfill the relevant obligations (from the standpoint of resource-functional approach); 2) such a state of financial, monetary, currency, banking, budget, tax, investment, customs and tariff and stock systems, which are characterized by balance, resistance to internal and external negative influences, the ability to prevent external financial expansion, to ensure the effective functioning of national economic systems and economic growth (from static positions); 3) the creation of such conditions for the functioning of the financial system, in which, firstly, there is virtually no possibility to direct financial flows in the areas not specified by law and, secondly, minimized the possibility of misuse of financial resources (from the standpoint of regulation)).
O. Ivashko [12]	1) protection of financial interests at all levels of financial relations (from the standpoint of the hierarchy of financial relations); 2) a certain level of independence, stability and stability of the country's financial system in terms of the impact of external and internal destabilizing factors that threaten financial security (from the standpoint of the level of financial independence and stability); 3) the ability of the financial system of the state to ensure the effective functioning of the national economic system and sustainable economic growth (from the standpoint of a functional approach).
	1) an integral part of the economic security of the country (or state), which characterizes the state of the country's financial system, which creates the conditions for banking, debt, budget, currency, monetary and non-banking financial sector, which are necessary for stable development even in conditions of financial crises (from the standpoint of the component of economic security); 2) protection of financial interests at all levels of financial relations both within the country and in the international arena (from the standpoint of hierarchy and heterogeneity of financial relations);

Author's vision of the concept (G. Pyatnytska, I. Fedulova [13])	3) a certain (or target) level of financial stability, in the presence of which the country can ensure the effective implementation of all strategically important tasks within the implementation of its operational, tactical and strategic plans of socio-economic development (from the standpoint of the target approach); 4) the ability to maintain the state of the financial system and the provision of financial resources that even with a high probability and level of financial risks there are no real threats to the further development of the country and socio-economic stability in it (from the standpoint of ability to satisfactory financial support and software).
Targeted approach	
S. Kulpinsky [12-14]	purposeful set of measures of fiscal and monetary policy of the country (state) to achieve stability of the financial system and create a favorable investment climate
Functional approach with emphasis on the state of the financial system and / or its components	
V. Shlemko, I. Binko [15]	the state of financial, monetary, currency, banking, budget, tax systems of the country, which is characterized by balance, resistance to internal and external negative influences, the ability to ensure the effective functioning of the national economic system and its growth
A. Semenog and others. [2]	an integral component of economic security and a guarantee of national security of the state, expressed in a certain state of financial flows within the financial, monetary, currency, banking, budget, tax, settlement, investment and stock systems of the country, characterized by balance, resistance to internal and external adverse effects, the ability to avert external financial expansion, ensure financial stability, the efficient functioning of the national economic system and economic growth in general
Ministry of Economic Development of Ukraine [15]	the state of the country's financial system, which creates the necessary financial conditions for stable socio-economic development of the country, ensures its resilience to financial shocks and imbalances, creates conditions for maintaining the integrity and unity of the country's financial system

Sources: Developed by the authors.

All approaches to determining the essence of financial security at the national level, according to table 1, can be conditionally systematized by dividing the definitions into three groups: one where financial security is considered from a variable standpoint, i.e. a combined approach to the disclosure of the content of the concept; as well as those where a targeted or functional approach is applied with an emphasis on the state of the country's financial system and / or its components, which allows it to perform functions for the efficient functioning of the national economy and ensure its stability even in financial shocks and imbalances. Despite the fact that the author is a supporter of a combined approach to disclosing the essence of financial security of the country (or state), as well as taking into account gaps in current Ukrainian legislation and debatable issues of legal security of financial security, we consider the definition of this concepts in the order of the Ministry of Economic Development and Trade of Ukraine dated 29.10.2013 № 1277 "On approval of Guidelines for calculating the level of economic security of Ukraine" [15]. At the same time, the target approach is controversial from our point of view, where the country's financial security is considered as a purposeful set of measures of fiscal and monetary policy, as it reproduces a set of actions aimed at achieving financial security rather than determining the specifics of this security.

The financial security of the country, as shown in Fig. 1, in practice almost always creates the preconditions for ensuring the financial security of enterprises (a) located (o) and operating (are) in the territory of this country.

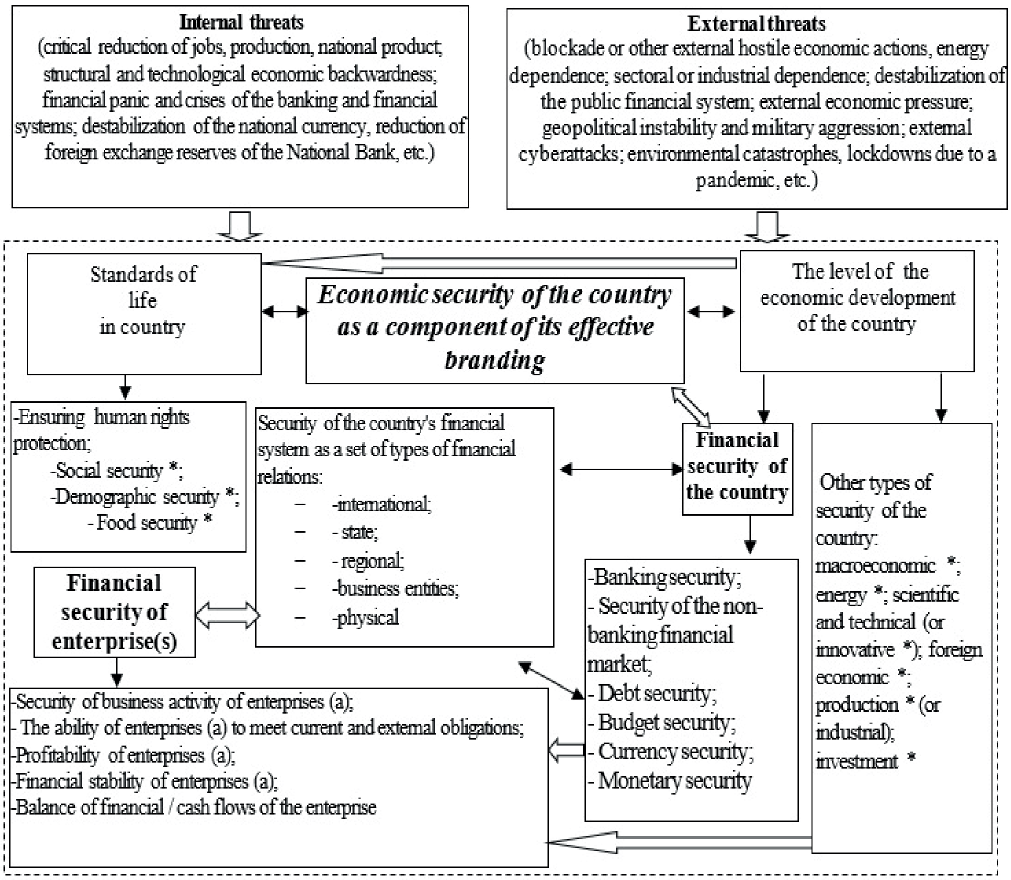

Fig. 1. The relationship between the financial security of the country and enterprises (a) in the context of ensuring the economic security of the country in the branding process **

*Notes: * The main components of economic security, which are assessed when determining its level in Ukraine.*

*** Developed by the authors based on the results of previous studies [13].*

In Ukraine, during 2008–2018, the worst financial security indicators were in 2014–2015 (Fig. 2), which was primarily caused by geopolitical instability due to the illegal annexation of Crimea and the escalation of the military conflict in the east of the country.

In March 2015, Moody's Investors Service downgraded Ukraine's credit rating from "Caa3" to "Ca" [16], the second minimum level, determining that the probability of default in the country at that time was almost 100%. And only after the agreement on external debt restructuring and nationalization of Privatbank did the financial security indicator of Ukraine and the integrated indicator of its economic security improve, as evidenced by the data in 2016–2018 (see Fig. 2).

As of June 2020, the extreme negative surge was associated with the start of quarantine through COVID-19. But given the situation with the change of leadership of the National Bank of Ukraine in July 2020, etc., such bursts are likely to reappear.

Having clarified the essence of the country's financial security, we will identify the probable risks that may hinder the provision of this security, and thus create obstacles to the effective branding of the country.

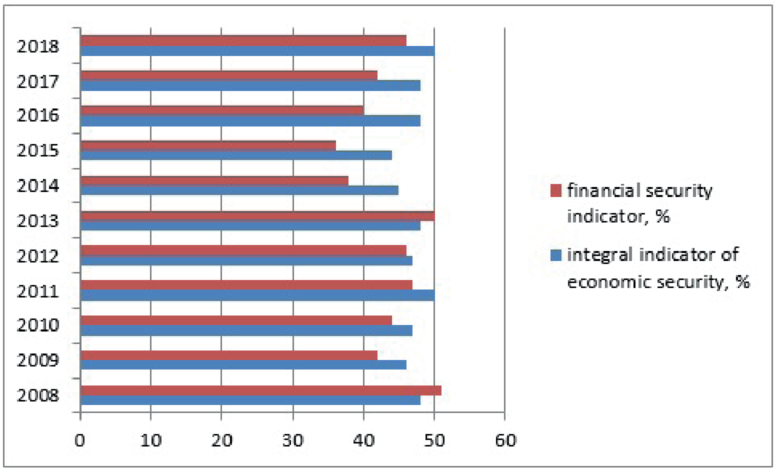

Fig. 2. Dynamics of the integrated indicator of economic security of Ukraine and its financial component during 2010–2018,% *

Source: Constructed by the authors according to the Ministry of Economy of Ukraine (formerly - the Ministry of Economic Development, Trade and Agriculture of Ukraine and the Ministry of Economic Development and Trade of Ukraine), provided in accordance with requests for public information in 2019 and 2020 [17; 18].

Country security risks (including financial) are usually divided into macroeconomic and political. The first is related to the instability of the country's macroeconomic parameters, and the second - with the consequences that "… arise as a result of future changes in the policy of a country, uncertainty and instability of government policy towards business or investors" [19, p. 79]. Note that the purely economic component of country risk is often divided depending on the level of influence. Thus, at the state level, the so-called sovereign risk is defined - the risk of insolvency associated with lending to foreign governments [20]; and at the level of companies and enterprises - transfer risk, ie the risk that in conducting economic policy, a country may impose restrictions on the transfer of capital, dividends and interest to foreign creditors and investors [21].

Manifestation of political risks, according to international experience, can dramatically change the economic situation in the country and threaten not only its financial security, but even the existence of the country on the world map, the complete devaluation of its national brand. Political instability, which in practice directly affects financial security and may exacerbate financial risks, is one of the key factors in identifying country risks in a variety of ways. This applies not only to the aforementioned credit rating of Moody's Investors Service, but also to others (in particular, the credit rating of AM Best).

As of August 20, 2020 (as in August 2019), Ukraine, according to Credit Rating Test (CRT) from AM Best Rating Services [22], had a very high risk of the financial system and belonged to the group of countries that have an unpredictable and non-transparent political, legal and business environment with a limited capital market. At the same time, it was emphasized that "… efforts to strengthen the banking sector continue. The country has made improvements in reducing nonperforming loans, but legacy issues limit the banking's sector ability to lend and support growth "[22].

In the context of ensuring the current financial stability of the country, taking into account the conditions of borrowing in domestic and foreign markets, we consider the opinion of V. Garkavenko [23, p. 100-101] on the need to identify and assess such risk groups as: 1) currency, which, in particular, can be monitored by indicators of the level of openness of the economy, the ratio of gross external debt to GDP, the balance of current account balance to GDP, etc .; 2) non-compliance (or reduction) of state revenues, which in practice may be caused by the shadowing of the economy, deterioration of the financial condition of enterprises in the real sector of the economy, tax liberalization, et.; 3) unforeseen growth of expenditures, which, as a rule, are manifested due to weak fiscal discipline, economically unjustified increase in social expenditures, etc.

It should be noted that nowadays many countries (and Ukraine is no exception) face threats of information and technical nature, which may hinder the creation of appropriate conditions for financial security. Increasingly, this is linked to cybercrime and cyber-terrorism in the financial sector and the manifestation of cyber risks. According to a report by the Center for Strategic and International Studies (CSIS) and McAfee [24], cybercrime costs the world nearly $ 600 billion, or 0.8% of world GDP. The WannaCry and Petya virus attacks in 2017 alone affected 150 countries and caused more than $ 12 billion in damage. Based on the results of research by some scientists [25], we note that today cyber risks can be divided into five main groups, four of which are directly related to financial losses: 1) due to computer systems malfunction; 2) through theft and disclosure of personal data and information; 3) from cyber blackmail or viral blocking of computer systems; 4) from phishing attacks.

Conclusions. Thus, ensuring financial security at the level of an individual country in the process of its branding is a far from difficult task that requires significant efforts from those who are responsible for its solution. In each case, ensuring financial security will require unique decisions, taking into account the initial data on the state of the country's financial system and the factors influencing its functioning and development. Only clear implementation of such decisions will allow to fully implement the target settings in the process of branding the country.

It has been established that scholars and practitioners today use several approaches to defining the essence of financial security, the provision of which is an important component in the process of branding a country. These approaches to the definitions of the concept of "financial security of the country" were systematized and identified: combined; targeted and functional approaches.

Based on the author's vision of the essence of the concept of "financial security of the country", an explanation was made of the relationship between the financial security of the country and the enterprise (s) located (and) operating in its territory. The main risks that may interfere with the proper financial security of the country and adversely affect the results of its branding have been identified.

Ensuring financial security within the implementation of the brand development strategy of Ukraine, in our view, should be done by establishing modern effective forms of cooperation between various government agencies and institutions in the organization of permanent financial monitoring and creating and maintaining conditions for financial security, including . Ukrainian enterprises, without proper financial security of which it is simply impossible to hope for sustainable national economic growth and increase the level and quality of life of the population of Ukraine. It is proved that it is necessary to clearly defend the financial interests of the country at all levels of government, not allowing to influence the internal processes of capital from countries that implement policies unfriendly to Ukraine in any form and manifestation. It is established that in the current conditions, significant attention should be paid to cyber risks that lead to financial losses.

In the future, our research results can be used to analyze, develop and implement measures related not only to the financial security of the country's branding, but also social, environmental and so on.

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ANALYSIS OF THE FINANCIAL RESILIENCE OF THE HUNGARIAN HEALTH CARE SYSTEM - DURING COVID-19

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Annotation. *The regulation of the operation and management of the Hungarian public health care system had already been the target of significant governmental reform aspirations in the last years preceding the crisis. The paradigm shift concerning the provision of public services and the use of public funds in 2010 could not do away with the historically, socially and economically deep-rooted deficiencies of the public health care system. Building on an analysis of the situation regarding the years prior to the epidemic, this study describes the impact of the crisis and the main features of the state's role in protecting and maintaining the health system, with the view that government interventions in disease control and economic protection should be evaluated not only in terms of efficiency, but also in terms of equity.*
Keywords: *health care service, hospital, medical institutions, getting into debt, qualitat of medical attendance, Covid-19 epidemic, crisis, state real estate assets, medical sector strategy.*

Introduction. As of 2012, significant changes were made to the regulatory environment of hospitals, including the health care system, when the system of ownership, control and asset management of hospitals was changed (based on the Hospital Transformation Act in force since 1. April 2013, even hospitals that became wholly state owned and that still operated as a business company were also transformed into budgetary institutions, and the rules of public accounting and budgetary accounting and reporting applied to them as well.) The ability to continue the business as an ongoing concern, which is an international standard in accountancy, is thus given increased prominence. Within the company, the focus is increasingly on internal performance constraints, as market and other sources of additional financing become uncertain in the context of crisis and budgetary constraints [9]. An analysis of the comprehensive audits within the sector that the State Audit Office carried out between 2016 and 2019 showed that, in addition to systemic problems, the inefficiencies and irregularities that were present within the responsibilities of hospital managers contributed to the inability to restore and maintain operational and financial equilibrium. "The significant use of public funds by hospitals and the size of the public assets they manage directly affect Hungary's fiscal balance and the development of national wealth. In the central budget, the expenditure of preventive and curative care institutions averaged over HUF 600 billion per year between 2013 and 2017. The debt that recurs in the management of hospitals from year to year is in itself a high risk that requires attention” [1].

The state of the Hungarian public healthcare system prior to the crisis. The 2019 Competitiveness Programme of The Hungarian Central Bank (Magyar Nemzeti Bank) emphasised in its health chapter that although Hungary is close to developed countries in terms of total healthcare expenditure, when measuring the healthcare expenditure of the year just before the crisis with taking GDP into consideration, its 7.4% [11] is below the EU average of 8.4%. Within this relatively high share of public financing, at 33%, the assurance of public involvement in the financing of health expenditure appears to be insufficient [2]. In order to determine the extent of the sector's debt and the exact reasons for its appearance and reappearance, it is necessary to assess the actual costs of care, which should include not only the operating and material costs, but also the time spent by professionals, and, when it comes to funding amounts, the extent to which the average level of training and salaries of the doctors and nurses in the field are taken into account [3]. In order to develop a financing system based on real costs, it must be possible to make a clear and well-defined distinction between public and private health services. In line with government measures to curb corruption and whiten the economy, there is a growing need to tackle the hidden economy and 'parasolvency' in the health sector. Finally, it should be mentioned that, as a result of expectations that arose due to the "soft budget constraint syndrome”, consolidation interventions have been partially ineffective, and despite repeated annual bail-outs, the debt of inpatient healthcare institutions has not decreased as much as it had been expected, and has even increased in some hospitals and has re-accumulated in others [5].

The epidemiological impact of Covid-19. The 2019 outbreak in China became a global pandemic within a few months, disrupting the favourable domestic socio-economic trends, with a shock effect on foreign and domestic trade flows, causing a significant decline even in the trade of such goods and services that had hitherto been resilient to crises. Domestically, the volume of retail sales had already fallen by 10% by April 2020, in contrast with a modest increase in the period before the epidemic. Other sectors, such as agriculture, have struggled to carry out work, with border closures making it difficult to find workers for seasonal jobs. The growth in domestic and foreign tourism was also hit by travel restrictions imposed during the emergency. In recent years, foreigners have generated half of the guest traffic in commercial accommodation, with related expenditure reaching HUF 2.3 billion in 2019 [13].

To understand the serious consequences of the epidemic, it is also necessary to mention the fact that the Hungarian population was hit by the coronavirus epidemic in a particularly poor state of health. In 2019, 48% of the Hungarian population already had, or was expected to develop, a chronic illness lasting at least 6 months or more. Such illnesses affected more women (51%) than men (44%). The proportion of people with chronic conditions increases with age: one fifth of 15-17 year olds and 77% of people aged 65 and over had a chronic, long-standing health problem, which is a high proportion [6]. Nearly one fifth of the Hungarian population, which is 9.8 million, is particularly vulnerable to the epidemic because of their age, with those aged 65 and over representing 19.3% of the population. There are also significant regional differences in the ageing southern and south-western regions of the country and in the districts of the capital where the proportion of the ageing population exceeds the national average, but children and young people in the learning community were also at significant risk.

The data on the temporary closure of public education establishments, which was one of the most controversial measures of control during the epidemic, shows that the temporary closure of nurseries and kindergartens affected 38.6 thousand nurseries and 330.5 thousand kindergartens, and 1.1 million children and young people in full-time education and their families, who also learn through digital distance learning, as do 285.1 thousand students in higher education [12].

The epidemiological situation has had a very negative impact on the performance of the Hungarian economy, especially on the viability of micro, small and medium-sized enterprises. In Hungary, as in other OECD countries, more than 99% of business organisations are small and medium-sized enterprises, employing more than two-thirds of the workforce and making up more than half of the GDP [11], so the downturn in this sector has a significant impact on the whole economy, despite the fact that it was an economy with growing indicators, expanding employment and improving wage levels that faced the challenges of the epidemic situation. Following the change of government in 2010, the situation on the labour market had improved at an unprecedented rate between 2013 and 2019, improving the economic activity among 15-64 year olds, and the unemployment rate for 15-64 year olds in all counties nationally fell from 11.3% to 3.5% by 2019, which is a very significant drop, prior to the epidemic [10].

These favourable trends on the labour market are being disrupted by the emerging epidemiological emergency. Regions where manufacturing and tourism are the main economic activities are particularly affected. Szabolcs-Szatmár-Bereg is among the most affected counties, where most of the convenience stores, food and liquor and tobacco stores that are run by sole traders can be found, but also catering businesses have suffered a significant decline, which affects the areas around Lake Balaton. In Budapest and its surroundings, the highest proportion of art and leisure service businesses are in a similar situation, with those providing business services that cannot be moved online or can only do so to a limited extent, facing the most difficulties due to the restrictions imposed by the virus situation [11].

In spring 2020, employers were forced to react quickly to keep the economy running as smoothly as possible. More and more employers facilitated work through an internet-based "home office". At the onset of the epidemic, the number of teleworkers had skyrocketed by February 2020, peaking in May, when it reached almost 760,000, affecting 17% of the workforce who regularly or occasionally worked in this way [12]. The pandemic is triggering changes in the operation and management of many sectors, which are expected to have a lasting impact, and therefore instruments to deal with it need to be found, one of which is the interest-free quick-start loan programme launched by the Hungarian Development Bank (Magyar Fejlesztési Bank) as part of the government's Economic Restart Action Plan, with a total volume of HUF 100 billion, available to the most severely affected businesses.

The legal background of the defence, emergency legislation, health care regulations. One of the most topical and controversial regulatory measures of the day was the adoption of the draft legislation to introduce health service legal status, thus addressing the sensitive issue of "parasolvency". Even by international standards, it is complex problem to secure a steady supply of specialist doctors and nurses in the public health sector, and the difficulties in ensuring this. In Hungary, however, there are several factors that contribute to the lack of stable conditions for ensuring a stable supply of specialist hospital staff in terms of numbers and quality, which can be considered to be specific to Hungary. In addition to the issue of gratuity, which is already a predominantly humiliating practice for both patients and doctors, the debate on the law also draws attention to the role of other factors that are unrelated to income, such as the relatively low mobility of Hungarian workers, the high rate of emigration for work abroad and the relatively high rate of career abandonment. The medical and professional workforce is ageing, with 42% of doctors in Hungary over 55 and 17% over 65, a trend that is not only common in Hungary but also in many EU countries. In the 8 years preceding the outbreak of the epidemic, the number of doctors and health professionals and the ratio of these to the minimum number of authorised staff required for the operation of health care institutions are shown in the following table 1.

Table 1

Health care employment and staffing data 2012-2019

Év	Doctors listed in the National Register of Doctors (person)	Working doctors (person)	The Ratio of Working doctors (%)	Number of medical posts needed for the institution to remain operational	Number of filled medical posts	Filled medical posts within the % of medical posts necessary for institutional operation	Number of professional posts needed for institutional operation	Number of professional posts filled	Professional posts filled/needed to be filled (%)
2012	57,713	36,250	0.63	**41,128.4**	39,226.8	0.954	**101,516.2**	97,885.8	0.964
2013	60,276	37,711	0.63	42,073.7	40,156.8	0.954	103,079.7	98,991.6	0.960
2014	61,615	38,994	0.63	42,351.4	40,440.0	0.955	103,851.3	100,220.5	0.965
2015	63,460	35,854	0.56	43,289.6	41,251.0	0.953	104,496.3	100,232.0	0.959
2016	65,320	37,598	0.58	43,386.6	41,542.0	0.957	102,724.8	98,867.6	0.962
2017	65,383	39,132	0.60	42,271.7	40,666.5	0.962	103,473.0	99,961.1	0.966
2018	66,696	39,948	0.60	43,028.5	41,317.5	0.960	105,002.3	101,331.3	0.965
2019	68,713	41,282	0.60	**43,422.3**	41,676.0	0.960	**106,209.4**	102,302.2	0.963

Source: based on data from the Hungarian Central Statistical Office (STADAT)

It can be seen that there has been a slight increase in the number of medical and professional posts filled, but the number of staff needed for institutional operation has also increased at a similar rate. Despite this increase in the number of people working in the sector, the proportion of the workforce has not changed significantly in relation to the needs, with a ratio of 60% for doctors and less than 96% for auxiliaries by the end of the period [6]. Act C of 2020 on the Health Care Service and its regulation for implementation will go beyond the tasks of overcoming the crisis by regularising medical salaries and taking advantage of a clear management and command system, making the system more stable in the long term.

The government first declared a state of emergency in March 2020, which allowed for faster and better targeted decision-making as a prerequisite for more effective protection, and then, by general authorisation, it extended the scope of regulations that depart from the law. The second wave of the epidemic, which proved to be even stronger, led to the renewed declaration of a state of emergency in Government Decree 478/2020 (3.11.20), which was then extended. Based on Article 53(3) of the Fundamental Law, these decrees remain in force for a period of 15 days as a general rule, unless they are further extended by Parliament. It was necessary to rethink the division of responsibilities in the organisational framework in terms of management and coordination and to restructure them as necessary. This has partly involved the separation of powers within the Ministry of Human Resources, the Ministry of the Interior received a distinguished role in defence, the Ministry of Innovation and Technology also received a role in economic defence and also in the supply and logistics of health equipment and supplies, and the Ministry of Foreign Affairs' role in international procurement also became more prominent. Professional leadership is gradually shifting towards the medical universities, Semmelweis University in particular.

At the beginning of April 2020, a change in the rules on secondment was brought about by the fact that, under Government Decree 521/2013 (XII. 30.) on emergency health care, the need for referral was decided by government agencies. Subsequently, Government Decree 287/2020 (17.VI.) on the introduction of the hospital command system and the measures necessary to preserve the health stock came into force. Earlier, a sectoral regulation was also adopted concerning the number of beds justified and necessary to be freed up for the care of patients suffering from coronavirus. In terms of regulation, these provisions I have highlighted constitute the main framework and conditions for preparing an effective response and guaranteeing the availability of adequate care. Other important legislation has recently come into force to ensure more effective health protection, better patient care and a more balanced workload for health workers, and to ensure the implementation of the vaccination programme. Mention should be made of Government Decree 506/2020 (17.11.20) on the National General Directorate of Hospitals and its implementing decree, which centralised the professional and epidemiological management of public inpatient care institutions. During the emergency, the National Directorate General for Hospitals is managed by the head of the Operational Staff responsible for law enforcement, namely the Minister of the Interior, in accordance with the need to ensure patient safety, maintain law and order in hospitals and specialised outpatient departments and monitor and take measures to ensure compliance with the rules on protection. A new provision has placed the municipal specialised clinics under the professional control of the competent territorial hospitals during the emergency. For the duration of the emergency, the legislation transfers onto the city hospitals the exercise of the professional management of the outpatient specialised services run by the municipalities, as well as the supervision of the operation of the outpatient specialised services and the right to propose the calling in of health workers.

The financial and budgetary context of protection in terms of the public health system and hospitals. In healthcare, there is a network complexity, inter-sectoral cooperation extends to all aspects of public health activity, and health-oriented governance is particularly important, in that public policy has an impact on the health of the population [8]. In order for the health care system to be able to provide all aspects of care, it is necessary to have enough beds for infectious diseases, intensive care and therapy, and the necessary machines, instruments and equipment. According to NEAK data, the overall number of hospital beds has shown a slight decrease during the period under review, namely the two years preceding 2020.

Table 2

Occupancy data based on daily activity of hospital beds before and after the protective measures of March 2020

	Active inpatient specialist care		Chronic inpatient specialist care		Total inpatient specialised care	
	March 14, 2020.	March 30, 2020.	March 14, 2020.	March 30, 2020.	March 14, 2020.	March 30, 2020.
Number of beds	40 306	40 306	26 600	26 600	66 906	66 906
Patients (number of occupied beds)	22 633	14 579	21 606	13 793	44 239	28 372
Ratio of occupied beds	56%	36%	81%	52%	66%	42%

Source: own editing based on National Health Fund data.

Already at the time of the first wave of the coronavirus it was noticeable that bed occupancy, taking into account all hospital bed numbers, in both active and chronic care, had already freed up and consequently had at its disposal a significant capacity to provide care for people infected with the Covid-19 virus two weeks before the 30 March 2020 deadline for the ministerial measure introduced.

Public health institutions, including hospitals, have accumulated a large stock of debt, which has not been significantly reduced in recent years. Responding to the challenges posed by the epidemic also depends on the stability of the sector, including the management of institutions. In order to address systemic problems, a number of reform processes have been underway since the change of government in 2010 and the care system has been put to the test in a situation where the transformation processes have not yet delivered the expected results. The significant reduction in the number of funded providers, largely due to organisational restructuring and mergers, has not been accompanied by a reduction in expenditure, and both active and chronic care have seen a significant increase in funding in nominal terms over the last 10 years, despite of which several institutions are struggling with a long-standing stock of debt. The epidemic has highlighted the strengths and weaknesses of the Hungarian health system, but also its shortcomings. A restructuring is under way to strengthen the role of county hospitals, which will lead to a system under national coordination whereby the county hospitals will manage city hospitals in the counties. The management difficulties are exacerbated by the fact that, although the assessment of necessary additional funding is ongoing and costs that are verified at the institutional level as having been spent on defence are being compensated and sent to the institutions' accounts, this is not being done according to the 'automatic', uniform and well-established system of consolidation. In several interviews I conducted, hospital managers and CFOs said that the extra cost that the pandemic incurred on top of operational costs to a hospital varied from one institution to another. On the one hand, costs have increased due to the purchase of protective equipment and necessary supplies, as well as because of the higher demand for medicines; on the other hand, not only revenues but also some of the expenses have been lost, as no planned care is being provided. Coronavirus care centres with multiple intensive care units have been most affected by the epidemic, but there is also a lasting negative impact on the operations of smaller hospitals. How long will it take for the system to process the huge waiting list? It will certainly take several months, but again resources will need to be mobilised and a well thought-out strategy is needed to ensure that elective care can run in parallel with the long period of pandemic preparedness," agreed the interviewed members of the hospital management team. There is a difference of opinion between the institution and the fiscal institution regarding additional costs incurred due to epidemiological control and the treatment of covid patients. While the free use of new, high-value machinery and equipment and the costs of putting it into service (licences, certificates, warranty, etc.) are provided by the maintenance contractor, the contract with the supplier no longer covers the full range of consumables and any breakdown that is not covered by the warranty, along with the costs of routine maintenance are covered only by expenditure that is not planned for in the institution's budget. The hospital management tries to validate these additional expenses towards the maintainer with regular and extraordinary data supply concerning the corona virus, which are currently decided on an individual basis and they are compensated provided that the obligation to invoice them on an itemised basis is fulfilled, which in many cases is significantly later than the time when the expenses are incurred. In the first quarter of 2020, the prolonged expansion of investment in the national economy was interrupted, with the volume of development in the period under review 1.8% below the same period of the previous year [11]. In parallel with the emergence of the second wave, the rebuilding of hospital debt has not yet begun. A graph presenting data from my own research conducted in December 2020 illustrates that, compared to the pre-pandemic period, with unchanged funding, with an annual growth in line with inflation and along with regular annual consolidation, compared to the final figures for 2019, the debt stock of November had fallen significantly by November 2020. Of all hospitals, at the beginning and end of the period under review 79 had overdue debts. Apart from more efficient management and a decreasing active caseload, the reduction in the debt stock was due to several other factors; partly because of lower bed utilisation due to the number of beds freed up and the postponement of scheduled operations and treatments. Thanks to intensive training, by 2019 an additional 4,000 doctors, nurses and medics had been added to the capacity of health professionals; this solved the issue of substitution, which did not have to be borne at the institutional level, as the pay settlement covered this, and a one-off allowance to compensate for the additional tasks caused by the epidemic situation was also achieved also through centrally provided resources.

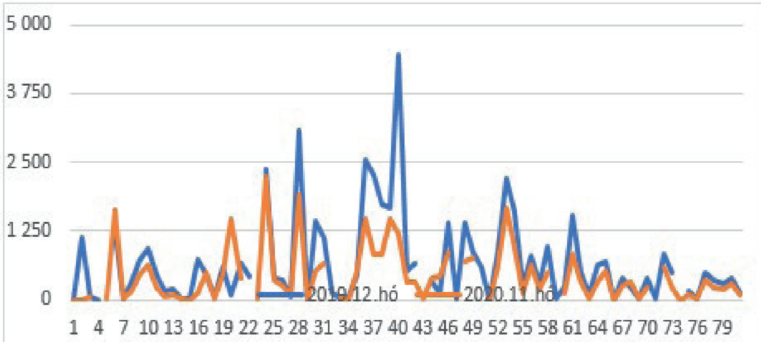

Fig. 1. Amount and change in the debt stock of state-run inpatient health care institutions from 12.12.2019 to 11.12.2020 (in HUF million)
Source: based on monthly data of the Hungarian State Treasury and personally edited

Public health care providers were predominantly involved in the accumulation of overdue debt stock, with more than half of the hospitals having overdue debt in the period I examined before the epidemic, their number almost identical based on data retrieved from November 2020. The figure for January 2020 was HUF 6.9 billion higher, but over 12 months the total amount of debt decreased significantly by more than HUF 18.7 billion. Based on data from the Hungarian State Treasury, due to the lasting negative effects of the protracted epidemic situation, the amount of unpaid invoices increased again by the end of February 2021, reaching HUF 22.8 billion.

Effectiveness of protection: trends in the numbers of infected, dead and vaccinated persons across Europe. The most basic descriptor of the evolution of epidemics is the epidemic curve, which provides the evolution of the number of patients over time; when looking at the number of reported cases, it is the most obvious option, the most direct descriptor of the evolution of the epidemic without referrals [13]. In Hungary, the number of newly identified covid infections has evolved as shown in the graph in Figure 2. The daily increase clearly signals the appearance of the second wave, followed by an explosive increase in late February 2021 after the appearance of the so-called "British virus mutant”.

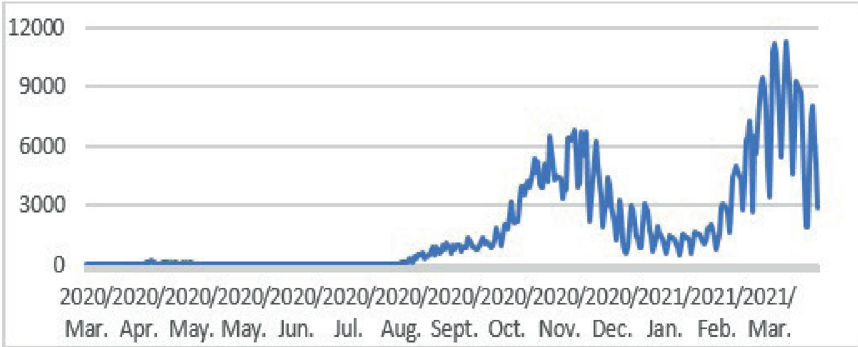

Fig. 2. Trends in the number of positive cases of coronavirus infection between March 2020 and April 2021 (persons)
Source: own editing based on daily data.

The declared objective was to keep the epidemic curve as flat as possible, which prevented mass morbidity and, at the same time, the number of people receiving hospital treatment, especially intensive care, from reaching the critical level where, due to lack of facilities and staff, there would be a mass of people without care or with inadequate levels of care. The Hungarian government took action prior to the second wave regarding the stockpile and reserving of life-saving equipment (ventilators) and medicines, and later vaccines, in response to the surge in demand on international markets. Unfortunately, in line with the scenarios outlined by epidemiologists, a second and then a third wave of pandemics, which exceeded all expectations, emerged and peaked worldwide. The number of coronavirus deaths in Hungary is illustrated in the following graph.

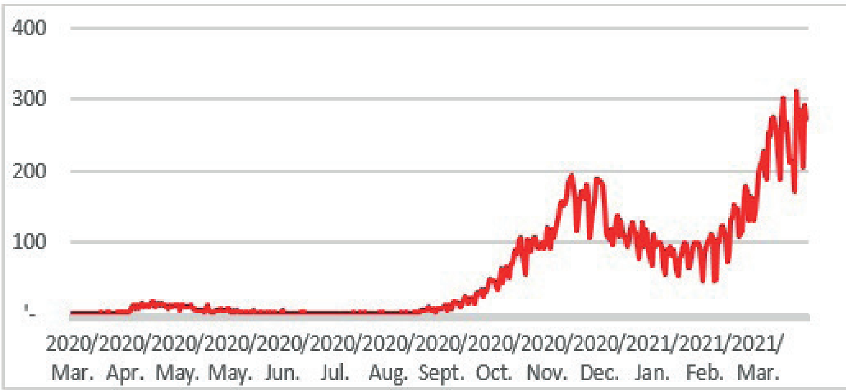

Fig. 3. Evolution of the number of deaths from coronavirus infection between March 2020 and April 2021(persons)
Source: own editing based on the daily data recorded.

The administration of vaccines, as the only effective means of fighting the epidemic, has become the primary goal for all countries since the first wave of infection. I would just like to touch upon the fact that, mainly due to the short time available to carry out clinical trials on the development of vaccines and their use in humans, there has been a certain amount of controversy, both internationally and in Europe, about the safety, effectiveness and, not least, the origin of the vaccines developed. The Hungarian government was one of the first to take action in this respect, having the foresight to stockpile sufficient quantities of vaccines from the East (China and Russia) in addition to those from Western European and American manufacturers, as the latter are expected to be in limited supply at the critical stage of the epidemic. It is largely thanks to this foresight that the vaccination programme, which has been almost uniquely successful in Europe- apart from Malta- could be carried out, the main condition for which was the uninterrupted supply of vaccine. At the moment, beyond the plateauing of the epidemic, we are not yet seeing the desired reduction in the number of cases and, above all, deaths, but the fact that by mid-April at least the first dose of vaccine has been administered to the 3 million people in Hungary gives rise to the hope that the economy will gradually recover by the end of the summer.

Making a comparison within Europe, by 15 April 2021, an average of 19.5% of the European population has been vaccinated with the first dose and 7.5% has received both doses compared to the total population [7]. In Hungary, the proportion of people receiving the first dose reached 35.9% and 15.10% of those receiving the second dose; this evolution of vaccination coverage is illustrated in Figure 4.

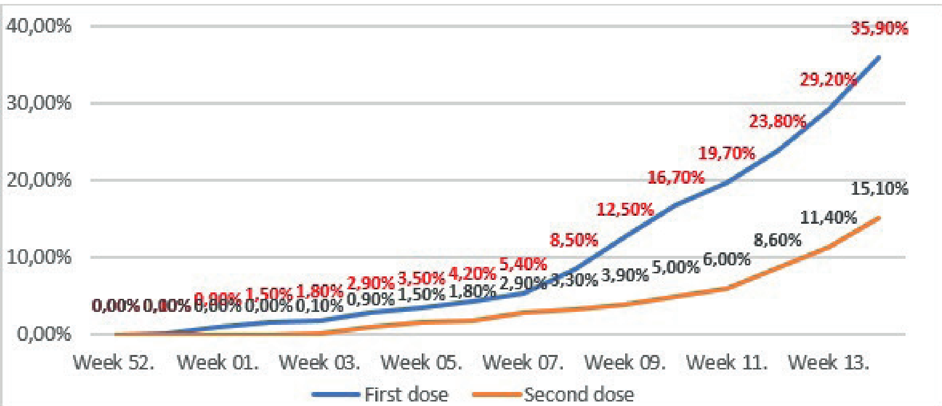

Fig. 4. Percentage of people vaccinated against coronavirus on 15 April 2021 (% of total population)

Source: own editing based on data from the European Centre for Disease Prevention and Control.

Conclusions. Based on the evaluation of mass vaccination and care, the Hungarian health system has proved to be resilient during the epidemic, with hospitals able to provide care to the infected. In light of the experience of the epidemic, the attention of scientists and health professionals should be drawn to the need to filter out the distorting effects of the statistical methodology and the differences in the factors influencing health status and life expectancy between nations, so that a balance as well as useful conclusions can be drawn for the successful protection against a possible recurrence of a pandemic situation. The functioning of the health system is not only an economic-financial issue, but also a social, societal and political one, which is linked to the functioning of other subsystems through a complex and intricate set of instruments, affecting their functioning and stability [4].

The constitutional right to a healthy life is recorded in the Fundamental Law, and the state is obliged to guarantee the functioning of an institutional system that ensures access to health services for all, which is a guarantee that no one is left without access to health services due to the lack of health care institutions or their insufficient capacity, which obligation the state fulfils primarily by maintaining health care institutions and organising medical care, in addition to its regulatory obligations. The public health care and supply system that has by now been established, when run in accordance with the expectations of the users and society, is capable of ensuring public health in the 21st century. In the future, the introduction of solutions found in network research, involving geographers, computer scientists, transport and health statistics experts, could be a necessary tool for developing and rethinking the sector.

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IMPROVEMENT OF THE PERSONNEL MANAGEMENT AS A COMPONENT OF THE MOTIVATIONAL MECHANISM FOR MANAGING THE DEVELOPMENT OF AGRICULTURAL ENTERPRISES

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Annotation. *The article is devoted to the study of theoretical and methodological provisions and practical recommendations for improving personnel management as a component of the motivational mechanism for managing the development of enterprises. An algorithm for ensuring the efficiency of management staff which will improve this process and ensure the achievement of social and economic efficiency.*
Keywords: *motivational mechanism, management, development, personnel, enterprise, personnel management.*

Formulation of the problem. Among the main theoretical and applicable problems of managing the development of agricultural enterprises the leading place belongs to working out of the effective motivational mechanism. For many centuries this problem has caused much concern of the mankind as labor creates the material and spiritual culture of a society. At the same time, the generalization of the main theoretical studies of this problem allows considering the personnel management as a component of an effective motivational mechanism and a driving force of economic behavior of a person which encourages him or her to work actively to meet individual and social, spiritual and material needs. Generalization and development of methodological bases for ensuring the efficiency of management staff which will improve this process and ensure the achievement of social and economic efficiency of management as an important component of the motivational mechanism for managing the development of agricultural enterprises is an extremely important problem.

Analysis of recent studies and publications. Methodological foundations for forming motivation, its models and systems are laid in the works of such scientists as I. Dmytrenko [1], I. Markina [3], O. Pokataieva [3], A. Semenov [3], V. Spivak [2], A. Chykurkova [3,4], S. Shapiro [6] and others. Scientific and theoretical aspects for forming the motivational mechanism in the management of agricultural enterprises are studied in the works of I. Byelko [7], K. Boyarynov [9], S. Vecherya [10], V. Dergachova [9], I. Simchenko [9], O. Ryabtseva [5] and others. Theoretical and methodological principles and practical aspects of personnel management in the enterprises are studied in the works of V. Vasylenko [11], S. Zorya [12], T. Kravchenko [13], I. Migus [14], M. Pushkaryova [15], V. Khramov [17] and others.

At the same time, the problems of developing viable incentive mechanisms in the context of effective management of agricultural enterprises remain open for further development in the management practice. Insufficient development of some provisions of this problem and the need for further disclosure of scientific and methodological approaches to improving personnel management as a component of the motivational mechanism in the management system of an enterprise's development have determined the relevance of the topic, defined the goal and objectives of the study.

Setting the task. Based on the above, we can formulate a research task which is to generalize and improve the methodological principles of improving personnel management as a component of the motivational mechanism for managing the development of agricultural enterprises.

Presentation of the main research material. Improved efficiency of agricultural enterprises under the modern economic conditions determines the need for improvement of the motivational mechanism for managing their development. Such a mechanism guarantees better management of both the personnel and the enterprise as a whole and allows them to compete successfully in domestic and foreign markets [1]. That is, it goes about filling the motivational mechanism for managing the development of agricultural enterprises with such tools of influence the use of which will give a real chance to ensure the achievement of the goal. Therefore, the guaranteed implementation of a motivational mechanism for development management will increase productivity and competitiveness of enterprises in domestic and foreign markets of the country.

Achievement of high productivity and competitiveness is a particularly important strategic goal for the development of agricultural enterprises in the markets with a large number of competitors. Thus, one of the ways to increase the level of productivity and competitiveness of enterprises is to improve the motivational mechanism of development management in terms of its impact on these indicators [2,3]. Therefore, in order to achieve the goal the enterprises need to establish a coordinated functioning of all components of the motivational mechanism.

Personnel is a strategic resource and the key to the successful operation of any organization, and hence the main factor for forming and ensuring its competitiveness [4]. The result of implementing effectiveness of personnel management of agricultural enterprises is the achievement of an enterprise's goals, structural changes in it, increase of productivity of the management personnel's work and getting competitive advantages [5-7].

Let us consider dynamics of the average number of full-time employees in Ukraine as a whole and in agriculture in Fig. 1.

As we can see from the data of Fig. 1, the average number of full-time employees in Ukraine as a whole has decreased during 2016-2020 by 720 thousand people, or by 8.9%. At the same time, the average number of full-time employees in agriculture of Ukraine has decreased by 59 thousand people, or by 14.1%.

Analyzing the structure of employment of agricultural workers by organizational and legal forms we can specify that 56.6% are employed in limited liability companies and 14.1% - in private enterprises.

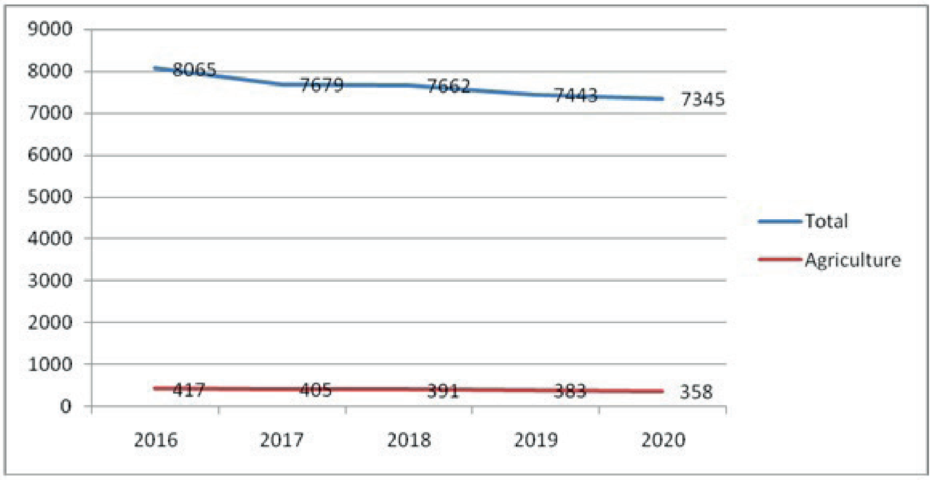

Fig. 1. Average number of full-time employees in Ukraine and in agriculture, thousand people
Source: [8, p. 15].

The author proposes methodological provisions for improving personnel management as a component of the motivational mechanism for managing the development of enterprises which is presented in Fig. 1.

The use of a functional and structural approach to improving personnel management involves the use of different management methods depending on the specific situation [9]. The peculiarity of a functional approach is that the choice of methods of influencing the enterprises' management personnel on the effectiveness of their operation is determined by the specific situation, namely - the implementation of measures shown in Fig. 1.

Improvement of personnel management and guarantee of its better efficiency should be based on the principles of a functional and structural approach with the separation of organizational, informational, legal and motivational components. Efficiency of these components is guaranteed by identifying those factors that have the greatest impact on the achievement of goals of enterprises' development which is ensured by their harmonious combination [10].

The contradiction that arises between components and characteristics of organizational, informational, legal and motivational components in the process of personnel management determines priority of the issues related to the simultaneous solution of organizational (economic), motivational, informational and legal problems without mutual harm. Such management provides for the introduction of such management tools that involve the interaction of organizational (economic), motivational, informational and legal factors [11].

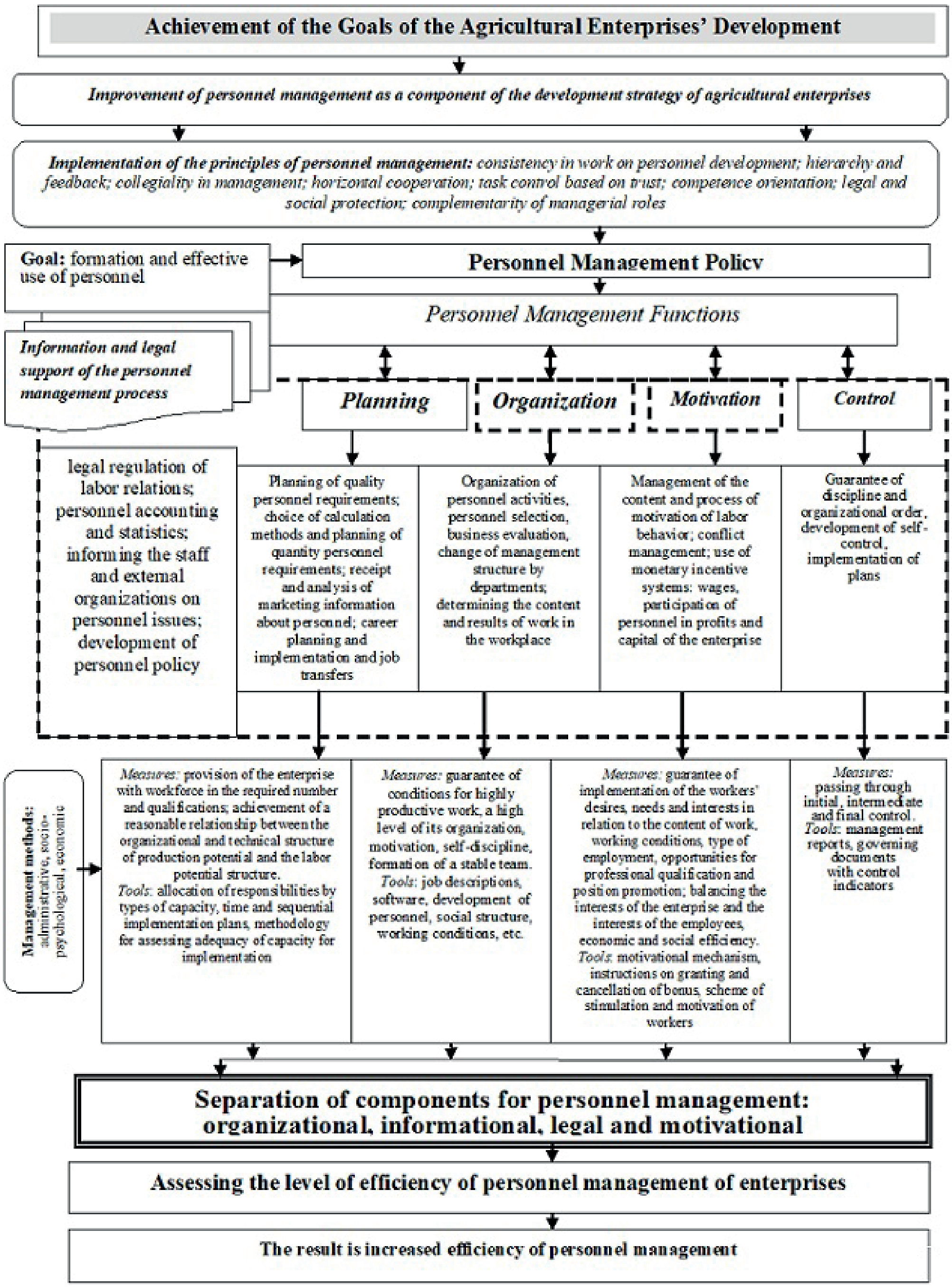

Fig. 1. Improvement of personnel management as a component of the motivational mechanism for managing the development of agricultural enterprises

Source: compiled according to the author's research on the basis of [10-13].

Regarding the principles of personnel management of agricultural enterprises, the scientists pay not less attention to this issue in research as they are the tools that allow an enterprise's management to influence personnel and to achieve their development goals [14, p. 212]. They are ideas and rules that underlie behavior of the enterprise's personnel and management, the most important requirements the implementation of which will ensure effectiveness of the enterprise management in general and in times of crisis in particular. Thus, some authors [15, p. 92–94] distinguish the following principles of personnel management: the principle of personnel integration; the principle of optimization of the organization's human resources; the principle of supporting desire for independence; the principle of giving more dynamism to the personnel; the principle of forming a unique human capacity of the crisis organization; the principle of focusing on the professional core of the organization's human capacity; the principle of systematic work on personnel development; the principle of complementarity of managerial roles in a crisis situation of the organization.

It should be noted that these principles of personnel management relate mainly to the professional and business qualities of staff and practically do not affect social and psychological aspects of anti-crisis activities of the enterprise. One cannot disagree with the opinion of S. Vecher which is that the personnel management system is effective if it allows managers to direct each employee in any production situation as effectively as possible [10, p. 190]. And it is not possible without following the basic principle of personnel management which is to rely on the development of employees' creative abilities and self-organization of an individual [13].

Based on this, it becomes obvious that in the personnel management system it is necessary to pay attention to the individual approach to each employee taking into account his or her behavioral characteristics. That is we can say that the strategic management has its behavioral elements, so it is necessary to separate principles of personnel management taking into account his or her behavioral characteristics. These principles of personnel management should be based on the general principles of personnel management and special principles formulated by economists and given above. In the process of formulating these principles, it is advisable to identify the basic principles of personnel management which are mandatory in any case and are based on the general principles of strategic management and the general principles of personnel management [14].

The main principles of personnel management include the following: the principle of systematic work in the development of personnel - the enterprise management should constantly take various measures to improve skills, give further training, etc.; the principle of collegiality in management - decisions should be taken not only by managers at different levels of management but also by their direct executors. This principle also provides for consensual rather than coercive decision-making.

When formulating principles that take into account the behavioral elements of motivational management of the enterprise, it is advisable to focus on improving individual elements:

1. Creating a favorable social and psychological climate of the enterprise:

- the principle of social and psychological unity of the team (integration and cohesion) – maintenance of a high level of social and psychological cohesion which is achieved through the consistency of functional and role expectations of the enterprise's team; a system of social ties and contacts that have developed in the team; promotion of a collective opinion and attitudes about phenomena of the surrounding reality and those that occur in the enterprise as well as creation of internal customs, traditions, norms and stereotypes of behavior in a given situation;

- the principle of satisfaction with job and team which is based on interest in work achieved by administrative measures (salary, benefits, bonuses, etc.). However, it should also be borne in mind that satisfaction can arise only if the results of work are achieved which include: moral reward, comfort of work (both working conditions and the environment), possibility of self-expression, etc.;

- the principle of coincidence of value orientations of individual employees with the value orientations of the whole team. A person is a social being and in his or her behavior is guided by the norms, values and opinions of the community in which he or she exists. Therefore, the similarity of these attitudes in an employee's personal and professional life is very necessary. Implementation of this principle can help improve the social and psychological climate of the organization.

2. Improving the level of communication in the organization:

- the principle of interaction with other persons in joint work based on the development of communicative abilities of employees, the ability to listen to other people's opinions, to restrain emotions and resolve all conflicts that arise "peacefully";

- the principle of availability of information about the enterprise's activity and state for all employees means that most information about the enterprise's activity, especially its state in relation to the crisis, should be available to all employees. As a result, in the event of a crisis, the personnel will be quicker to respond and less resistant to change as it is ready for it.

3. Ensuring the right nature of the personnel's response to changes:

- the principle of an effective organizational structure is to create an organizational structure that is flexible and adaptable enough to provide the fastest response to changes in the environment but at the same time provides a clear division of rights and responsibilities of managers at all levels and their subordinates.

4. Preventing and mitigating conflicts in the enterprise:

- the principle of loyalty refers to the fact that all people are the same when it comes to rewards and punishments for certain actions or inactions. However, it should also be borne in mind that everyone has the right to make a mistake and even more so to correct it, so managers should first carefully understand and analyze the situation, and then introduce measures of administrative influence.

5. Social activity of employees:

- the principle of giving personnel more dynamism which means that personnel should be given the right to be the main driving force of all processes (under strict control by management), as only when people feel their importance to the enterprise they will work harder which will lead to the best results of the organization;

- the principle of reliance on the development of an employee's creative abilities and self-organization is to support and promote development of creative manifestations of workers to improve the enterprise activity as well as to give a person the opportunity to show his or her personal qualities which will contribute to non-standard but effective solutions within the framework of anti-crisis activity of the enterprise.

The effectiveness of the strategy of agricultural enterprise development depends not only on its achievement of competitive advantages and sufficient property potential but also on the competence of management staff and the effectiveness of its internal organization.

The efficiency of personnel use is also manifested in the highly productive use and development of material means of production, meeting the needs and expectations of consumers. To achieve such results, an enterprise should have strategic goals and objectives, be adequately staffed with the appropriate number of employees who have the necessary potential, for whom the necessary conditions are created that help increase efficiency. Today the practice requires results of professional education from the staff not only in the form of acquired knowledge but also their practical readiness and ability to solve problems, both in typical and non-standard situations of the professional life [15].

In the modern social and economic conditions, the contribution to personnel becomes a long-term factor of competitiveness and survival of an enterprise. The effectiveness of the personnel component of success at the enterprise depends on the chosen strategy of personnel development.

Ensuring the strategy of development and competitiveness of an agricultural enterprise requires introduction and use of an algorithm to ensure efficiency of activity of the management staff which will improve this process and ensure achievement of social and economic efficiency (Fig. 2).

Studies have shown that an important step in assessing efficiency of the use of personnel of an agricultural enterprise is the growth of productivity of its employees' work (Table 1).

According to calculations, the overall productivity of agricultural workers in 2016-2020 increased by 304.6 thousand UAH, or by 48.8%; in the field of plant growing, respectively, by UAH 294.4 thousand, or by 44.6%; in animal husbandry by 311.3 thousand UAH, or by 61.8%. The study results have showed positive dynamics of labor productivity of agricultural enterprises in Ukraine which confirms the highly productive use and development of material means of production, meeting the needs and expectations of consumers.

Given the above, the primary responsibility for increasing workforce productivity for an enterprise's competitiveness rests, respectively, with management staff that should develop and implement productivity management programs.

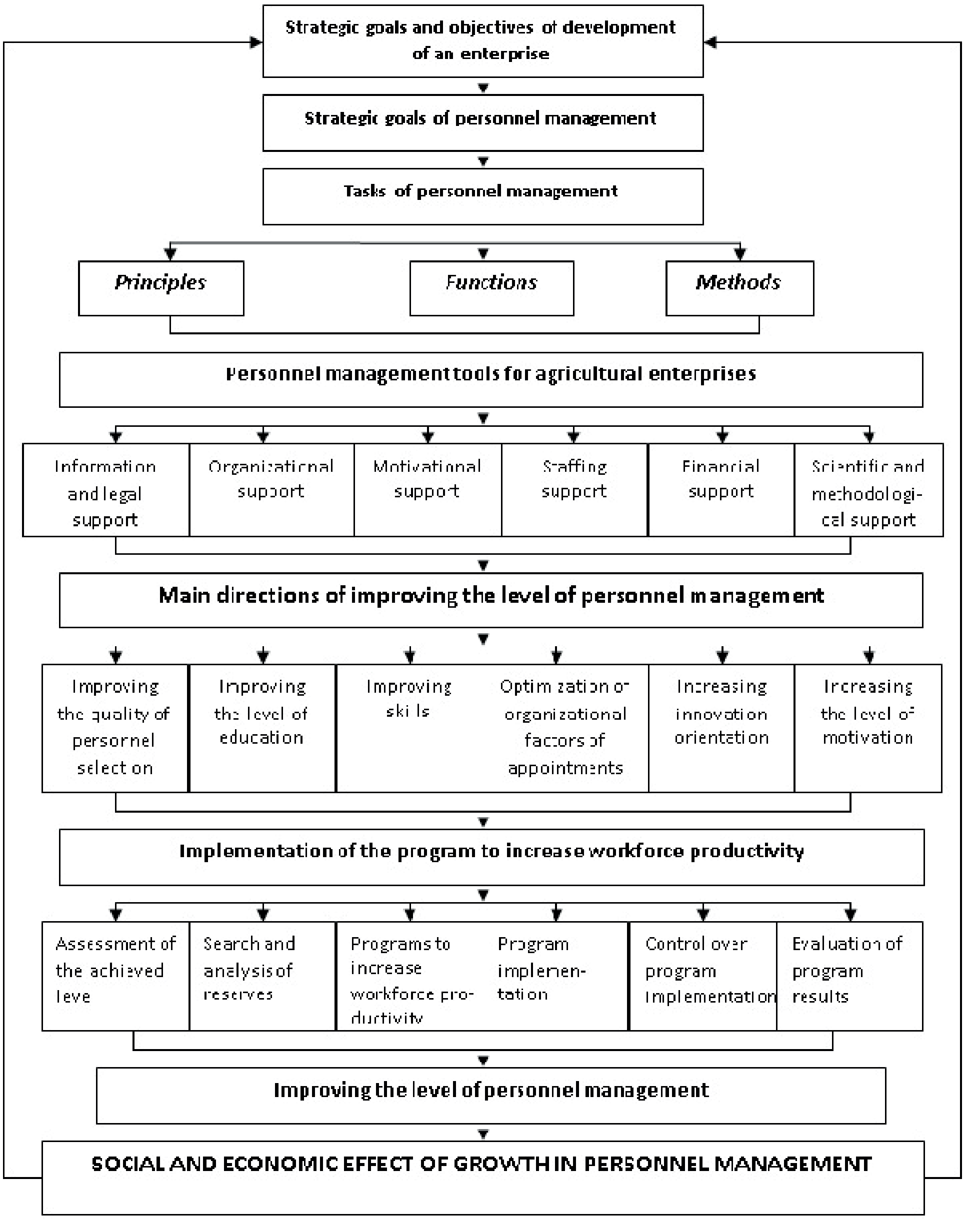

Fig. 2. Algorithm for ensuring efficiency of activities of management staff at agricultural enterprises
The source is finalized by the author on the basis of [14]

The analysis has allowed suggesting the most significant aspects of the positive impact on increasing workforce productivity:

1) measurement and estimation of the reached level of productivity at the enterprise as a whole and of separate kinds of work;

2) search and analysis of reserves to increase productivity on the basis of information obtained during measurement and estimation;

3) development of a plan for the use of reserves to increase productivity which should provide specific deadlines and measures for their implementation, financing the costs of these measures and the expected economic effect of their implementation, as well as identify responsible performers;

4) development of systems of motivation and informatization of employees in order to achieve the planned level of productivity;

5) control over implementation of measures provided for in the plan and regulation of their implementation.

Table 1

Dynamics of employees' workforce productivity at agricultural enterprises of Ukraine (at constant prices in 2016; thousand UAH)

Indexes	2016	2017	2018	2019	2020	Deviation of 2020 from 2016	2020 in % till 2016
Agriculture	624,0	765,0	755,4	867,7	928,6	304,6	148,8
including							
plant growing	660,0	804,0	777,4	900,1	954,4	294,4	144,6
animal husbandry	503,9	614,6	664,8	730,4	815,2	311,3	161,8

Source: [16, p. 55].

Thus, management of workforce productivity at the enterprise is in fact a part of the overall process of enterprise management which includes planning, organization, motivation, leadership, control and regulation. This work is based on a constant analysis of the ratio of the beneficial effect of a particular work activity, on the one hand, and the cost of this activity - on the other.

On the basis of the conducted researches the expected economic effect from realization of the offered organizational, informational, legal and motivational components concerning improvement of the mechanism of efficiency of personnel management at the agricultural enterprises is calculated:

$$E_e = K_r \cdot \prod_{i-1}^{n} k_i \; , \qquad (1.1)$$

$$E_e' = K_r \cdot \prod_{i-1}^{n} k_i' \; , \qquad (1.2)$$

where e — efficiency before application of the offered components (e = 1];

E 'e — efficiency (economic effect) after application of the offered components;

K_r — profitability (efficiency);

k_i — coefficients of advantages of influential indicators.

K_r is calculated according the following formula

$$K_r = \frac{L}{M}, \qquad (1.3)$$

where L — result (profit);
M — expenses [17].

During the calculations based on the materials of enterprises of Khmelnytsk region, it is found out that the best indicators are achieved by the enterprises: APC "Letava" of Chemerovetsky district ($E_e^{'}$ = 1.212), an increase of 21.2%, Lotivka-Elite LLC of Shepetivka district ($E_e^{'}$ = 1.167), an increase of 16.7%, and Obolon Agro LLC ($E_e^{'}$ = 1.153), an increase of 15.3%, but Agros-Vista LLC of Izyaslav district ($E_e^{'}$ = 1.136), an increase of 13.6%, and Volochysk agro LLC of Volochysk district ($E_e^{'}$ = 1,109), an increase of 10.9%, have reached less satisfactory results.

The economic effect of the proposed measures to ensure effectiveness of personnel management of agricultural enterprises will be manifested in the increase of key performance indicators of enterprises in 2020 compared to 2016, namely - in the increase of workforce productivity by 10-21%, which, in turn, will lead to savings in production costs and increase of enterprises' profitability.

In view of the above, we conclude that the effective functioning of organizational, informational, legal and motivational components consists in a harmonious combination of their parts. The imbalance that arises between the parts and characteristics of the components in the management process determines the priority of issues related to simultaneous solution of organizational (economic), motivational and informational problems without mutual harm. Such management involves establishment and separation of links of organizational, informational and motivational components and the introduction of such management tools that involve interaction of organizational (economic), motivational and informational factors.

The modern mechanism for ensuring effectiveness of personnel management should be aimed at increasing the enterprise's competitiveness, its long-term development, reaching the maximum level of profit and growth of productivity. In today's world, most experts believe that the formula for success is made of human resources, so their value is constantly growing every day. Accordingly, the mechanism for ensuring effectiveness of personnel management is constantly changing, displacing stereotypes. It is necessary to continuously improve the processes of effective personnel management based on the introduction of scientific methods, advanced technologies of personnel administration, standardization and unification of personnel documentation, the use of technical means. Enterprises should introduce innovative approaches to assessing the effectiveness of personnel management depending on how to achieve the economic effect of production activities.

Conclusions. Thus, the proposed mechanism to ensure efficiency of the personnel of agricultural enterprises allows:

- to increase workforce productivity;
- to improve quality and timeliness of work performed;
- to ensure participation in development and training programs (personnel's interest in the enterprise);
- to reduce the outflow of personnel;
- to ensure innovative activities and increase the level of efficiency of the enterprise's activity.

As you can see, with the help of the proposed methodological approach to assessing effectiveness of agricultural enterprises' management staff one can identify areas for solving management problems and improving the mechanism for staff efficiency which will increase workforce productivity and competitiveness of the enterprise.

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PUBLIC ADMINISTRATION

MANAGEMENT IN EDUCATION UNDER THE CONDITIONS OF DECENTRALIZATION AS PRECONDITION FOR ECONOMIC DEVELOPMENT

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Annotation. *This article presents the approaches to the essence of the process of administrative decentralization of education, reveals its main features, qualities and principles. The special attention is given to the matters of division of functions and authorities and areas of influence between the branches of power.*
Keywords: *state, society, civil society, management of education, public and social management of education.*

Target settings. For the modern way of educational reform in Ukraine, it is necessary to move to real actions, where the education will be leading. Today appeared a matter in the area of education regarding the phased administrative decentralization with educational system under conditions of the transformational processes in Ukraine. However, as experience shows, the outdated state institutions stand in the way of restructuring education, which in turn hinder the transition of the public sector of education to a model of providing educational services. Since the Soviet period, the management techniques have been distributed in such a way that the main governing body in decision-making remains the state authority. According to the Law of Ukraine “On Education”, most powers remain in the Ministry of Education and Science of Ukraine. The strategic task of the State program “Education” ("Ukraine of the XXI century") is: reforming of educational management, termination of the state administration and transfer to the state and social administration; redistribution of functions between the local, regional and central management bodies; provision of self-administration of the teaching and educational institutions and scientific establishments. The local and regional authorities now duplicate the functions of the Ministry of Education and Science of Ukraine, what is ineffective. It is under such conditions that reforms do not change the way state institutions operate, so it is important to reconsider the distribution of responsibilities between the center and the regions.

It is under such conditions that reforms do not change the way state institutions operate, so it is important to reconsider the distribution of responsibilities between the center and the regions.

Actual scientific researches and issues analysis. In Ukraine, a number of theoretical and analytical works on the selected topic appeared by such scientists as D. Dzvinchuk, V. Luhovyi, H. Yelnikova, N. Protasova, R. Pastushenko, L. Hrynevych [6], S. Krysiuk,

M. Naboka [2]. However, as we see in practice, these implementations are slowed down.

The improvement of educational management foresees the following aspects: improvement of the effectiveness of the state management structures, administrative decentralization; redistribution of functions and powers between central and local executive authorities, local governments and educational institutions. It is essential to make changes in the system of financing and subordination of educational institutions at the regional level. The conclusions of the experts of the project "Transformation of Ukrainian education in the context of European integration" [1] were not taken into account. The government has to accelerate the way to the European integration through activation of the civil society to education together with the Ministry of education and sciences of Ukraine.

Problem definition. The administrative decentralization of education in Ukraine has to take place on a basis of consideration of specific features of the regions, interests of territorial communities and interest in reform when making a selection of the control models, reforming the content of education, the ways for its organization and financial provision. The purpose of my research is to analyze the process of decentralization of power in Ukraine, its signs and properties, as well as the influence on the state of education and on the effective distribution of financial resources of territorial communities in the context of decentralization.

Statement of basic materials. The relations between the central and local authorities have to be subject to modernization. A lot of world countries consider the idea of decentralization as progressive.

Decentralization (from lat. de - refusal and Engl. decentralization is centralization) – "transfer of part of the functions of state administration of central executive bodies to local executive bodies and local governments, broadening of powers of lower-level bodies at the expense of higher-level bodies" [3]. The process of decentralization provides the transfer of rights in management to local executive authorities, and it is reasonable to broaden the powers of the local executive authorities in the management of school education institutions, while giving them greater independence in solving organizational, managerial, financial issues, due to necessity of better consideration of educational needs in this area [4]. In view of this, we can say that there are enough reasons for the introduction of a decentralization system.

From the Polish experience of administrative decentralization of basic education, the main provisions for the development of administrative decentralization of education in Ukraine can be distinguished, namely:

- to provide educational institutions with the authority to conduct self-analysis of the effectiveness of school's work and to involve the society to the planning of its development;
- to oblige the local authorities to implement educational policy in accordance with local needs and financing of schools management, to analyze the quality of education, to identify the main educational problems and to involve the society to their solution.

A comparison of the principles, covered in the reform of the administrative structure and the local government reform of Ukraine and Poland is listed in the table 1.

Table 1

The comparison of the government reform of Ukraine and Poland

Ukraine	Poland
The draft law of Ukraine "On amendments being made to the Constitution of Ukraine (regarding decentralization of power)" dated July 01, 2015 declares: - separation from the centralized control model in the state; - making it possible for the local administration to build an effective system of the territorial organization of power; - realization of principles, provided by the European Charter of Local Self-Government.	The basic principle proclaims Art.15 p.1 of the Constitution of the Republic of Poland dated the year 1997: "The administrative structure of Poland guarantees the decentralization of the public authority. The self-administration is not hierarchical. The self-administration structures have to be complemented and not mutually overlapped. Neither the county nor the voivodship self-administration exercises supervision over the gmina self-administration".
Principles of the administrative and territorial structure of reform and of the territorial self-administration: - The principle of ubiquity, what means the transfer of lands at the disposal of local authorities in populated areas. - The principle of capacity of local government, that guarantees the delegation of proper authorities and resources. At the same time, when planning the sustainable development of administrative and territorial units, the historical, economic, ecological, geographical, demographic features, ethnic and cultural traditions are taken into account. At the regional and district levels, the institution of prefects is introduced, who have the control (compliance with laws) rather than administrative functions. - The principle of subsidiarity that guarantees the transfer to the places, to communities the maximum number of powers that local authorities are able to fulfill. The guarantees of the material and financial basis of local self-government are fixed, in particular regarding local taxes and fees, as well as the share of national taxes and other revenues of local budgets to finance their own and delegated powers. Land, movable and immovable property, natural resources, other objects located on the territory of communities fall under the jurisdiction of territorial communities and their local governments - and no local issue can be resolved without their consent.	Principles of the administrative and territorial structure of reform and of the territorial self-administration: - Building of civil society – introduction of new levels of management, which should bring each citizen closer to the management process, while simultaneously making them responsible for the results of their activities. - Subsidiarity – transfer / delegation of a number of functions by the central government to local authorities. - Efficiency - the ability of local and regional communities to use successfully their capabilities for their own development. - Transparency, openness and accountability - elimination of unnecessary administrative and bureaucratic structures, radical reform of the public finance system. -Flexibility - the ability to quickly respond to changes in external and internal factors and establish effective feedback with public authorities.

At the national level, there remain responsibilities for financing local self-government bodies, rising of the teachers' qualification, state policy in the field of educational programs and manuals, the provision of transparent mechanism for monitoring the quality of education [2].

Decentralization reform is closely related to education reform. With the growth of social mobilization, development of technologies and change of communications, there is a need for reforms, the need to learn quickly and be able to adapt. The educational reform consists of two main directions: changes in the content of education, as well as the optimization and development of educational networks. The development of the sphere of education and character education requires the development of a general and professional culture, taking into account both national and international requirements [1]. Most of the amalgamated territorial communities (ATC) of Ukraine are currently reforming educational networks under the project "Decentralization: reforming of education at the local level" of the public organization - Center "Dobrochin". The project was created to help communities with the financial support of the British Embassy in Ukraine and was implemented in five regions: Kherson, Odesa, Chernihiv, Volyn and Luhansk. It is of advisory nature for reforming of education in the amalgamated territorial communities. The project takes into account the opinion of each individual target group, from students and their parents to local authorities. The provision of equal access to quality educational services is the main goal of education reform.

There are the following main problematic aspects of the educational reform in ATC: the education accounts for 50 % – 70 % of the expenses of the budget of ATC; - the level of success for passage of external independent testing by pupils of small villages is significantly lower than by pupils of educational institutions in large cities; - the ineffectiveness of the system of educational network institutions is conditioned with outdated teaching methods and incomplete classrooms; - effective implementation of education reform and optimization of the school network at the local level is prevented by the lack of good roads between the populated areas; - the expenditures of budgetary funds for education in rural schools are several times higher per one pupil due to incomplete number of pupils, than the expenditures for one pupil in a big city; - the schools with a small number of students are less financially and technically secure than schools with full classes; - teachers teach non-specialized subjects in schools with small number of pupils; - the successful implementation of the reform depends on consultation with teaching staff, parents and school pupils [5].

Decentralization in education should be aimed at the continuous improvement of educational services and it should be based on the following basic principles:

- children should be able to choose an educational institution on their own;
- every child, regardless of place of residence, has the right to equal access to educational services of high quality;
- children with special educational needs should have decent conditions for the development of their own abilities;
- educational services should be varied, and meet individual requirements;
- the quality and effectiveness of the educational process should be improved, first of all, in the result of external independent testing,

- the material, financial and human resources of the community should be used effectively to improve the level of education in Ukraine.

The concept of school-oriented management has many options, namely: local school management, school autonomy, joint decision making, joint management, school improvement, school budgeting and administrative decentralization [4]. Different countries use different terms to describe school-oriented management, for example, "local school management" is used commonly in the USA; "local management with schools" in Great Britain and Scotland; "self-administration school", "self-determination school", and "School-Oriented Decision Making" in Australia.

Summarizing all above-mentioned information, I would like to emphasize that the key concepts that lie at the root of decentralization reforms, are the participation of the society, cooperation, fair distribution of resources, local decision-making and involvement of teachers.

Decentralization reforms are accompanied by clusterization of schools, achieving democratic participation, improving school management, improvement of fair distribution of resources and teaching. Further research can be aimed at: the study of the ways to achieve the goals of school clusterization in Ukraine (creation of educational districts, hub schools); assessment of the impact of school clustering on teaching; research of local practices of decentralization (distribution of resources (exchange of resources), participation in the implementation of educational goals, professional cooperation, collegiality of teachers, etc.).

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INTRODUCTION OF NETWORK FORM MODELS OF EDUCATION IN MILITARY EDUCATION OF UKRAINE

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Annotation. *The article substantiates the model of network form of education in the development of military education in Ukraine. It is determined that cooperation at the individual and institutional level is considered to be one of the most effective tools for building the system of military education and training of military specialists. It is concluded that a reasonable model of the network form of education has a high potential for its implementation in Ukraine and will help increase the competitiveness of each individual participant in networking and modernization of Ukrainian education in general.*

Keywords: *model of network form of training, military education, network interaction, innovative development of education, strategies of organization of training.*

The social need for education of the new generation requires special attention to innovation processes, to the factors that hinder or contribute to the emergence and spread of pedagogical innovations. Modern psychological and pedagogical science believes that what is new in education is a set of elements of the pedagogical process that allow to effectively solve the problem of development and self-development of the creative personality.

Innovative development of education is organizational and semantic innovations that are necessary to increase the innovative potential of the educational system. Such a complex psychological and pedagogical process requires clear planning of systemic actions on the part of all educational structures.

At present, education constantly responds to new social challenges, realities, takes into account trends and prospects for human development. However, the renewal of educational practice often lags behind the pace of civilizational development, social requirements for it.

The problem of education lag in the early stages of human development was not as acute as in the industrial and information age. It intensified at the end of the second half of the XX century during a colossal breakthrough in scientific and technological development, a change in ideas about the world, its values, the future of civilization.

One of the features of the modern education system is the coexistence of two strategies for organizing learning - traditional and innovative. For the first time the idea of the need to move from traditional to innovative learning was raised in a report to the Club of Rome by J. Botkin, E. Elmanjar and M. Malitz "There are no limits to education" in 1979 [5].

Scientists have drawn the attention of the world educational community to the inadequacy of the principles of traditional teaching to the requirements of modern society to the individual, his cognitive abilities. Innovative learning by this group of scientists was interpreted as a process and result of educational activities that stimulate innovative changes in culture and social environment.

It focuses on the formation of a person's readiness for dynamic changes in society through the development of abilities, creativity, various forms of thinking, as well as the ability to actively cooperate with other people.

Specific features of innovative learning are its openness to the future, the ability to predict and predict on the basis of constant reassessment of values, the willingness to take active and constructive actions in rapidly changing situations.

One of the trends in the development of the education system is the adaptation of the educational process to the demands and needs of the individual. That is, education should provide everyone who learns with ample opportunities to obtain such conditions for development and preparation for life.

A radical change in the traditional way of life creates new requirements that encourage people to better understand others and the world at large. In this context, education is a mechanism for shaping the social and spiritual life of human and a branch of mass and spiritual production.

The society of the future needs people with relevant knowledge, flexibility and critical thinking, creative initiative, high adaptive potential. No less important will be such qualities as high morality, personal responsibility, the attitude to maximum self-realization, the ability to achieve high goals in a rational way and by the right means.

The education system as part of the social system is influenced by many factors, some of which require structural changes in it, others - semantic, technological improvements. The state of education and prospects for its development largely depend on state policy in this area.

In many countries, public education policy considers the high professional and cultural level of the population an important condition for socio-economic development, preservation and enhancement of the competitiveness of the national economy in world markets, security and social stability.

Currently, the state educational policy in Ukraine is changing radically. The formation of new paradigms of education, focused on the entry of our country into the world educational space, began to deepen the trends of differentiation of education.

Article 9 of the Law of Ukraine "On Education" defines the forms of education: "The main forms of education are: institutional (full-time, part-time, distance, network); individual (external, family (home), pedagogical patronage, in the workplace (at work);

dual "[1].

Network form is recognized as one of the forms of higher education. Network form of education is a way of organizing the training of students, through which the mastery of the educational program is with the participation of various subjects of educational activities, interacting with each other on a contractual basis [1].

The purpose of the organization of network interaction between subjects of educational activity is attraction and use of additional resources (personnel, material and technical, educational and methodical, information and others), necessary for maintenance of quality of education, in particular:

- meeting the educational needs of students;
- creating conditions for mastering the educational program by students;
- expanding access of students to modern technologies and teaching aids;
- rational and efficient use of resources of participants of network interaction.

The use of the online form of education can be combined with full-time (day and evening), correspondence and distance forms, organized for both groups and individual students in order to ensure their individual educational trajectory.

In education, networking came from the field of economics, in which the network structure is understood as organizational networks with flexible connections. An important feature that determines the affiliation to the network structure is the autonomy of each participant and his voluntary participation in the interaction [3].

At present, the Ukrainian educational system is in search of the essential characteristics of the network form of education, as one of the innovative forms of education. This form of education can ensure the use in the educational process of such innovative developments as: improving the manageability of the educational process, improving the quality of education, improving the image of the educational organization, ensuring the availability of educational rights of students.

The formation of renewed education involves the transition of the educational system to operate on new organizational and psychological and pedagogical principles. Online education is innovative and significantly expands the boundaries for better education. In contrast to traditional education, online learning is based on the ideas of "horizontal" learning activities and mutual learning, ie learning and learning on a peer-to-peer basis.

The basis of effective activity of network education is the pedagogical community, which uses it, and resources play the role of a means of activity of its participants. Only the aggregate potential supports the development of the pedagogical community, which develops itself and develops students.

Ukraine's military education is not left out either. Peculiarities of military service conditions, high level of responsibility for decisions made, rapid development of armaments and military equipment provide special requirements for the training of military specialists and force to improve and maintain the level of professional skills of both specialists and servicemen.

On October 7, 2021, a meeting on the problematic issues of transformation of military education and training of military specialists was held on the basis of the Ivan

Chernyakhovsky National University of Defense of Ukraine. During the meeting, important and urgent issues of transformation of the military education system and training of military specialists in accordance with NATO standards were discussed.

From 2021, military education should move to a promising system that provides a strong correlation with the career of an officer, when each subsequent appointment to a higher position is preceded by a mandatory increase in military education [2].

In place of the long 2-3-year training cycles of officers, which are often not sufficiently related to the officer's career and do not provide relevant knowledge and skills at a particular stage of professional growth, it is planned to conduct a systematic update of professional competencies. Changes are planned in accordance with the required level of military education every 3-5 years of service, which is provided for in the project "Development of the system of military education and training of military specialists."

The Ministry of Defense of Ukraine is updating the principles of state policy in the field of military education and training, which provide for a complete reformatting of the algorithm for obtaining higher education and military education by servicemen.

There will now be no operational-tactical and operational-strategic levels in military education. The introduction of tactical, operational and strategic levels, as implemented in NATO member countries, is envisaged. To implement this concept, a system of courses is introduced to obtain the appropriate level of military education.

The model of these courses is developed at the university on the basis of studying the experience of NATO member countries, in particular the Baltic countries, and the Baltic Defense College. In addition to structural changes, substantive changes will be introduced, which provide a distinction between operational and strategic levels. The operational level will be based on operational planning and management of the full range of integrated operations, and the strategic level - the basics of defense management, defense planning and strategic decision-making in the security sector [2].

The essence of changes in military education is that it does not make sense for officers who have already obtained a master's degree to re-obtain this degree at the same time as obtaining an operational or strategic level of military education. In addition, obtaining a second higher education at the expense of the state budget is contrary to the law.

Officers who are moving up the career ladder will be offered courses that provide professional development. That is, an officer, on the basis of a previously obtained master's degree, acquires the professional qualification of "defense professional, operational level officer" or "strategic level officer" as part of a full educational qualification. In fact, the professional standard of higher education will be implemented during training.

The National University of Defense of Ukraine has already posted on its website curricula that correspond in structure, content and focus to the level of modern business schools that teach strategic management. These programs are fully consistent with the level of programs of leading educational institutions in NATO countries [2].

One of the options for solving the problem of restructuring military education is to use online training opportunities in the system of retraining and advanced training. It can be based on a certain model of knowledge transfer using innovative pedagogical technologies, which will improve the quality of education. It is necessary to take into account a number of features of the organization of online learning: the ability of educational institutions to cooperate with various educational institutions.

The purpose of building network interaction is the following values and principles:

- "Freedom", which is set due to the individual "level" of educational outcomes of each student, their pace of study, choice of form of education, or a combination of forms of education;
- "Development" is placed by assessing the individual progress of the applicant;
- "Cooperation", collective, group, pair forms of work; search activity of students, dialogic forms of solving educational problems);
- "Openness" through the use of various forms of learning in the educational environment, including network format and widespread use of information technology;
- "Variability and diversity" is established by the network itself (comprising the formation of resources of several organizations), different individual trajectories for studying the material, level approaches and individual educational programs.

First of all, this format of education is designed to solve the problems of educational institutions with a lack of teachers, premises or equipment, the choice of the best courses or tutors. The development of online educational technologies allows any organization, group of like-minded people or a person who is learning to fully enter the global information space, become more accessible to all participants, get comprehensive data on like-minded people from other countries, establish information exchange with them.

As today there are no clear regulatory recommendations, developed theoretical and methodological requirements for the organization of the educational process in a network form, we offer the following models of network interaction: "educational institution - resource centers", "individual choice".

In the model "educational institution - resource centers" educational program is implemented by an educational institution that carries out educational activities (basic organization), but using the resources of other organizations, including carrying out educational activities (subject of educational activities).

The subject of educational activity presents its material and technical base and other resources, first of all, for educational practice, or implements the part of the educational program stipulated by the contract and sends information to the basic educational institution for crediting development of corresponding disciplines (modules) and practices. The document on education, as a rule, is issued only by the basic institution.

The resource component of this model includes professional networks, the purpose of which is to provide reference, educational services and resource support for the development of the military education system. By thematic direction, this component should be differentiated into global, regional, national and sectoral resources. As the main mechanism for the exchange of resources, networking makes it possible to pool all resources for the development of the military education system.

In the model of "individual choice" the student is given the right to independently choose the subject or course he needs to learn in another educational environment that carries out educational activities. The number of participants in this model can be more than two, but contracts must be concluded with each subject of educational activity.

The subject or course can be mastered in a partner organization using only e-learning or using distance learning technologies, which should ensure free access to educational resources. Each student will have the opportunity to study at a convenient time, at a pace that he chooses. Educational materials should be collected and systematized into a certain structure, and their topics should correspond to the topics chosen by the student.

The content of networking of stakeholders in the military education system can be a coordinated activity of network entities to ensure a high level of quality, accessibility and efficiency of educational services, carried out in the form of joint collective distributed activities: mutual learning, methodological design, project activities, expertise, comparative case studies, joint activities.

The model of networking in the development of military education can be based on the principles of vocational education in the EU, namely the principles of systematization; synergetics; continuity; design; innovation interaction; diversity; polycentrism.

The model of network interaction may include: information and resource component (specialized networks whose activities are aimed at providing information about goals, objectives, management of military education), project component (joint activities aimed at improving the organizational and managerial support of postgraduate military training), component of interaction (various models of interaction at the institutional and individual level, aimed at information exchange, monitoring, improvement, quality assurance in military education and training systems).

Proposals of the administration of the educational institution on the organization of education in the network form may be made by participants in the educational process, other educational institutions and other entities that may be involved in networking. Enrollment of students in the online form of education can be carried out at their request. In the case of organizing a network form of education on the model of "individual choice" for the study of individual subjects or courses in the application, the student indicates these subjects or courses.

Thus, the political and socio-economic changes taking place in our country, especially aimed at further European integration, can not but affect the system of professional education of servicemen. In today's world, scientific, technical and social processes are rapidly and radically changing the conditions of service and the content of the professional activity of a military specialist, as a result of which the range of professional duties and functions of servicemen is constantly changing and expanding.

To adapt to these processes, a serviceman must be ready to improve his professional level throughout his service: to improve his skills, undergo retraining and constantly improve his knowledge, skills and abilities. With this in mind, to improve the training and retraining of military personnel, you can use the opportunities of the network form of education.

The proposed network model of training, which provides professional development of servicemen, provides an opportunity to: maximally satisfy their requests, wishes and expectations in obtaining quality education; make the training process more open, continuous and flexible; to improve professional skills without separation from the main activity; to individualize the learning process with a focus on the capabilities and level of professionalism of the military, the conditions of its activities; increase the level of professional competence.

Due to its versatility, the network model can be applied to any military educational institution, including civilian, which trains military specialists by means of distance learning. The proposed model of training military specialists in the system of retraining and advanced training can be implemented through educational technology that promotes the organization of the educational process aimed at the professional activities of students, taking into account their abilities, interests and personal interest in learning outcomes.

A combination of several approaches can be used as a conceptual basis for the implementation of the proposed model of training military specialists in the system of retraining and advanced training: systemic, based on a comprehensive consideration of the pedagogical system as a set of interconnected tools, methods and processes needed to create organized and targeted training; personality-oriented, based on the recognition of the learner as an active subject of the educational process, taking into account its individual characteristics; andragogical, according to which persons who decide to improve their skills are adults; contextual, based on the orientation of the learning process to the context of professional activity. Thus, the use of online training in the system of retraining and advanced training provides an opportunity to significantly improve the quality of training of servicemen of the Armed Forces of Ukraine.

The considered features of implementation of the network form of military education usually do not exhaust the whole list of advantages and disadvantages of its implementation, both from the position of the educational institution and from the position of the learner and the subject of educational activity. Such problems include: financing, creation of a single open information base of online educational programs, development of criteria for evaluating their effectiveness.

So far, the proposed ways to implement a network form of military education do not have specific implementation mechanisms, however, progress in this direction, of course, helps to increase the competitiveness of each participant in networking and modernization of Ukrainian education in general.

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MARKETING STRATEGIES FOR CRISIS MANAGEMENT IN THE CONTEXT OF THE COVID-19 PANDEMIC

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Annotation. *The essence of marketing strategies of anti-crisis management is investigated in the article. Their features and conditions of application in the system of anti-crisis management are defined. The tools of crisis management of the enterprise depending on the root causes of crisis phenomena are considered. The ineffectiveness of the classical use of classical types of marketing strategies and the need to rethink traditional management functions to adapt marketing activities to the conditions of an unstable environment. Peculiarities of realization of marketing strategies of anti-crisis management of tourist enterprises in the conditions of pandemic COVID-19 and in the post-pandemic period are determined. Applied aspects of strategies are recommended, among which the creation of favorable insurance conditions, protection of tourist investments of travelers, provision of services remotely through the digital environment, creation of pages in social networks, application of targeted advertising, promotion of advertising through bloggers is important. Emphasis is placed on strengthening social responsibility through the choice of active communications, a combination of internal and external communication components that take into account the real values, preferences and expectations of consumers. It is concluded that the development of marketing strategies for crisis management is the main tool in the assessment and selection of tools, measures, methods and areas of management in crisis situations.*

Keywords: *marketing strategies, crisis management, crisis phenomena, tourism, tourist business, management, enterprise, marketing activity, adaptation, pandemic COVID-19, consumers, communications.*

Statement of the problem in its general form. Today, most domestic and foreign companies are trying to overcome the effects of the crisis, which are global in nature. The crisis caused by the COVID-19 pandemic, as a global catastrophe, radically changed the development of the global economy and caused the circumstances under which enterprises, both large and small, found themselves on the brink of survival around the world.

Particularly painful force majeure affected small businesses, which were forced to close for a certain period or completely. The world business faced the problem of finding mechanisms that would eliminate the negative effects of the crisis in the activities of enterprises, including tourism. Such a mechanism can be called the development of marketing strategies for crisis management.

Analysis of recent research. Marketing strategies are the most appropriate and adequate in a crisis, as they are flexible and involve the search for new effective ways of development. But as the practice of domestic enterprises shows, marketing tools are used inefficiently, because the marketing budget is the first to be reduced in conditions of shortage of material and financial resources. A large number of scientific papers are devoted to marketing strategies of crisis management.

Scientists such as F. Kotler [9], D. Aaker [1], IA Markina and V. Makhovka [12], [11], N. Konishcheva [8], V. Likhodiya [10], N. Bobrytska and O. Kyrylova [4], V. Abramov [2], K. Horyunova and H. Radchenko [6]. But these studies were not conducted in the context of the COVID-19 pandemic.

Carrying out additional research in this area is extremely important for restoring the profitability of the tourism industry. Therefore, it is the actualization of the effectiveness of marketing activities and the search for optimal strategic solutions that is one of the problems that needs to be addressed as a matter of priority. The issue of formation of marketing anti-crisis strategies is gaining popularity only recently, due to negative economic events on a global scale.

The aim of the study. The purpose of this work is to determine the role of marketing strategy in crisis management of tourism enterprises in a pandemic COVID-19 and in post-pandemic realities.

Presentation of the main research material. Today, among scholars who study the role of marketing in crisis management, there is no consensus on the definition of "crisis marketing" as a type of marketing activity with its own content and means.

There is even a belief that since marketing has been called "anti-crisis", its essence, goals and objectives have not changed at all. This means that the marketing strategy is not revised during the crisis. To this the company does not lose interest in the prospects of its development, including in the post-crisis period [14]. Such statements arise due to the fact that most marketing categories arise in practice, and only then find a scientific basis.

The tourism industry, given its specifics, is particularly vulnerable to crises. The crisis caused by the COVID-19 pandemic has a profound effect on the development of the world economy and threatens the survival of firms around the world [15].

The crisis of the company requires managers to take a number of non-traditional measures to overcome the situation. We were able to make sure that in the current crisis, the company's marketing system acquires a number of features compared to the normal situation under conditions of stable operation of the company.

That is, the essence of marketing strategies is changing and must be reconsidered during the crisis. Proper use of available funds and the development of the necessary actions in a particular situation can allow to move from recession to development and the planned growth rate of financial indicators.

To properly develop marketing strategies for crisis management, it is necessary to distinguish between the concept of "crisis" (period of imbalance, deterioration of performance) and "crisis management" (system of measures and tools to prevent bankruptcy, revival of companies in financial difficulties) [13]. The crisis is one of the stages of crisis management, and measures in both cases are called anti-crisis, which leads to the above contradictions.

Crisis management marketing strategies should be developed at different stages of the cycle: in the pre-crisis, crisis and post-crisis period. The concept of "marketing strategies for crisis management" also needs to be considered. There are a number of similar variants of this concept: marketing strategies in crisis, marketing strategies for overcoming the crisis, anti-crisis marketing strategies [7], marketing anti-crisis strategies [5], anti-crisis management marketing strategies [3], marketing management strategies in crisis, etc.

We consider the generalized concept of "marketing strategies for crisis management". Nowadays, the use of classic types of marketing strategies is somewhat outdated, due to the fact that the latest marketing approaches are ignored, which aim to overcome the negative consequences of the crisis and search for new opportunities.

Currently, the tourism industry is highly dependent on external and internal factors, especially under the influence of the global crisis caused by the COVID-19 pandemic, so the urgent task is to form an effective crisis management system, taking into account current problems in tourism.

Marketing strategies of crisis management in the tourism sector can be supplemented and expanded by the following classification features:

1. At the stage of crisis management:

- mobile protection "- provides access to other markets (development of green tourism in their own country, due to the inability to visit other countries);
- low-budget strategies for the marketing complex;
- market development strategy.

2. Depending on the nature of the impact of the crisis on the enterprise:

- cost optimization strategy - cost reduction is optimization, not minimization, ie reduced items of administrative costs, wage costs;
- market capture strategies.

3. Depending on the concept of crisis management:

- strategies aimed at finding new opportunities as a result of positive post-crisis changes (innovative creative strategies).

4. Depending on the criterion of low budget:

- cost reduction strategy (reduction of employees, reduction of the budget for communications).

5. Depending on the elements of marketing:

- communication: strategy of reminder, emphasis on advantages;
- pulse communications.

6. Depending on the forecast of a situation in the market and possibilities of the enterprise the type of anti-crisis marketing strategy is chosen:

- diversification strategies.

7. Depending on the competitive position and behavior in the market:

- strategy of small enterprises (benchmarking, niche market strategy).

Among the above strategies can not be identified as priority, their application should be individual situational in nature. All strategies in the current crisis can be used as a set of tactical measures, because only in a comprehensive application will provide the opportunity to obtain the desired result. The main feature of these strategies is the ability to quickly adapt to a changing environment and create promising business opportunities to stabilize the economic situation of the tourism enterprise or even to improve market positions.

During their development it is important to take into account the factors of the external and internal business environment of the tourist enterprise: the main trends in the development of the environment (use scenario modeling); interests of the tourist enterprise; resource and budget constraints; consumer interests; failures and achievements of competitors.

That is, the management of tourist enterprises should carry out activities so that it is possible to respond to problems in a timely manner, to anticipate the consequences of management decisions, to respond quickly to a problem of any complexity. Of course, it is better to prevent crises than to eliminate their consequences. In order to prevent crisis in the tourism industry, which has suffered the most from the crisis associated with the COVID-19 pandemic, it is worth paying attention to marketing tools. They can be a great way out of such adverse situations.

Before developing a marketing strategy for crisis management, you need to understand the main processes to pay attention to during the crisis: audit, search for prospects, team building, implementation.

The audit involves the analysis of the internal and external environment of the enterprise, the easiest way to do this is to digitize all business processes. You can use services such as Google Drive or DropBox to store data. Hold meetings in ZOOM and Skype. Keep in touch with consumers through social networks that are most convenient for them. Monitor task performance with Trello or Asana. Track business hours using RescueTime.

Based on the audit it is necessary to find new promising areas of enterprise development. Then for each direction to define tools of performance of tasks. Audit available resources and develop a cost reduction plan. Particular attention should be paid to the services provided.

At the stage of team formation to distribute the scope of work and appoint responsible persons for each promising area. And at the implementation stage to apply the strategy in practice.

Quarantine measures have significantly affected the tourism sector, as they have limited the physical movement of people, overwhelmed by the fear of the possibility of disease in the minds of people, led to the loss of funds due to the cancellation of flights and more.

Part of the solution to these problems is possible through the creation of favorable insurance conditions, protection of travel investments of travelers, if the COVID-19 pandemic forces them to cancel the trip for medical or economic reasons. In case of infection of the traveler with a virus or getting to quarantine, the agency can cover cancellation of a trip under the agreed conditions. Creating such conditions will attract some customers who will use tourism services, knowing that their finances and health are protected.

It is possible for companies that provide their services in physical offices to provide them remotely through the digital environment. Another solution may be to create a page on social networks. It is most effective to have several channels of interaction with the consumer, it is possible to create pages in several social networks to give customers a choice of where it is more convenient for them to communicate.

Advancing into the crisis can be done through targeted advertising, which is now considered one of the most effective in the information environment. It allows you to optimize the cost of advertising and statistics collection, which will assess the effectiveness of the marketing campaign.

An effective channel of promotion is advertising through bloggers. They became most relevant during the quarantine period, when people are increasingly spending time on social networks. When choosing a blogger, you need to conduct research to determine the few bloggers whose audience is most likely to use travel services. It is also possible to create your own blog, which you can exercise direct control over to achieve your goals.

The blog can be in different formats and on different platforms. With your own blog, you can promote tours that are appropriate in a pandemic. We are talking about the development of tourism within the country. Such tours are easier to design, because of this they can be much cheaper. It will also strengthen its own brand in the eyes of consumers as a patriotic company that seeks to develop domestic tourism.

During the crisis, you need to adjust marketing goals to strengthen the brand. The crisis is a good time to reconsider its positioning, to make sure that the brand makes the best use of all available opportunities. The task of the developer of marketing strategy to find a way to meet the unique needs of consumers affected by the crisis, to provide them with profitable alternatives. The responsibility of employees during the crisis, helps to consolidate the brand in the minds of consumers.

It is likely that consumers prefer socially responsible companies and are willing to pay more for the services they offer. A travel agency can help people get home if they are stuck due to quarantine restrictions, take a free COVID-19 test, offer their customers a set of personal protective equipment (masks, antiseptics and gloves) which should be enough for the entire trip, deduct some of the profits to the aid funds.

Interaction of elements, audit, search of prospects, team building, realization, allows to build an effective marketing strategy, the main task of which is to ensure the functioning of the tourism enterprise by optimizing the use of all types of material, informational, financial, labor resources for the formation and implementation of quality tourism product.

Through the use of creative ideas will overcome the consequences or avoid the crisis itself. The final stage in the formation of anti-crisis marketing strategy is the formation of a long-term set of measures aimed at preventing and preventing crises.

Conclusions. Features of the development of marketing strategies for crisis management are as follows:

1) strategy differs from classical models in its innovation, differentiation, target nature and limited resources;

2) strategies should address specific challenges in a short period of time;

3) applied aspects of strategies are creation of favorable conditions of insurance, protection of tourist investments of travelers, rendering of services remotely through the digital environment, creation of pages in social networks, application of targeted advertising, promotion of advertising through bloggers.

The development of marketing strategies for crisis management is the main tool in the assessment and selection of tools, measures, methods and areas of management in crisis situations. The application of these tools in the tourism industry of Ukraine allows us to understand how to effectively organize the management of a tourism enterprise in a crisis, and in the post-pandemic period will restore the flow of foreign tourists.

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PEDAGOGY AND PSYCHOLOGY

THE PEDAGOGICAL CONDITIONS OF PRIMARY EDUCATION TEACHER TRAINING IN PEDAGOGICAL COLLEGES FOR INTEGRATED LEARNING

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Annotation. *During the formative stage of the experiment, a set of pedagogical conditions was identified and substantiated: formation of motivation of future primary school teachers to implement integrated student learning; updating program learning outcomes and training content of future primary school teachers; ensuring gradual mastering of theoretical and methodological features of integrated learning, using the potential of educational and industrial practice to gain experience in integrated classes.*

Keywords: *pedagogical conditions, teachers, primary education, pedagogical college, integrated learning, motivation, methods, forms, learning technologies, innovation.*

Introduction. Complex social and economic transformations taking place in modern society, integration processes in the political, economic and scientific-technical spheres significantly affect the educational process. This is manifested in various areas, types, forms of pedagogical integration, which are actively beginning to be used at all levels of education. In the conditions of globalization of all spheres and saturation of information space problem of formation and development of the person arises and is capable of complex comprehension of the world and can find connections between the phenomena of objective reality. The society has developed a new understanding of the main purpose of education: the formation of readiness for self-development, which ensures the integration of the individual into the national world culture. The need to implement the Law of Ukraine "On Education" [1], the Concept "New Ukrainian School" [2], the State Standard of Primary Education [3], the realization of the Concept of Pedagogical Education [4] in the training of future primary school teachers, in particular, in pedagogical colleges, emphasizing the formation of students' readiness for integrated student learning.

Analysis of domestic and foreign scientific publications, documents of domestic and European educational systems showed that the relevance of the study is due to the need to take into account trends related to the development of primary education in the EU and the development of professional training of primary school teachers in the European Higher Education Area and the need to modernize the domestic primary education system and the need to train future teachers who can provide it.

An analysis of recent research and publications. The results of the observational stage of the experiment necessitated the development of pedagogical conditions aimed at improving the effectiveness of preparation of future primary school teachers for integrated student learning.

In favorable pedagogical conditions, as noted by Z. Slepkan, it is possible to stimulate students to develop and form their belief in the importance of personal development. Thus, the author notes: "The student's stay in favorable conditions in the environment determines the normal development of his personality. There should be no significant discrepancies between self-esteem and the assessment he receives from people who are important to him, to whom the teacher must belong. After all, he has the opportunity to help the student in overcoming the negative qualities and traits" [5, p. 64].

In the course of theoretical substantiation of the complex of pedagogical conditions necessary for preparation of future primary school teachers for realization of integrated teaching of pupils, as it is specified in the foreign publication, relied on principles of the system approach to the organization of process of training as the integral phenomenon.

The variety of approaches to the study of pedagogical phenomena and processes, the subjectivity of views in their assessment is the reason for the presence in the theory of different interpretations of the concept of "pedagogical condition".

In the "Great Explanatory Dictionary of the Modern Ukrainian Language" the concept of "condition" is defined as "… a requirement made by one of the parties; as an oral or written agreement about something; as rules established in any sphere of life, activity; as a circumstance that enables the realization, creation of something or contributes to something" [6, p. 1506].

In the dictionary of professional pedagogy, "pedagogical conditions" are defined as circumstances that provide a holistic productive pedagogical process of professional training of specialists [7, p. 143]. N. Pobirchenko understands pedagogical conditions as "a set of objective opportunities, circumstances and measures that accompany the educational process, which are in some way structured and aimed at achieving the goal" [8, p. 3]. O. Brazhnych determines the pedagogical conditions by "… a set of objective possibilities of content, methods, organizational forms and material capabilities of the pedagogical process, which ensures the successful achievement of the goal" [9, p. 16].

According to N. Ostapchuk, pedagogical conditions are a multidimensional and meaningful definition, the essence of which consists of the circumstances on which the effectiveness of the implementation of a particular type of pedagogical activity depends. On the one hand, the conditions accumulate the requirements of a broad plan - external and influential, i.e. the social order of society, the peculiarities of the socio-economic and socio-cultural situation. On the other hand, they must take into consideration the intrinsically influential factors in the process of interaction of the subjects of pedagogical activity, the specifics of the psychological and pedagogical situation [10].

Determining the pedagogical conditions of preparation of the future primary school teacher for subject-subject interaction with students, O. Linnik identifies groups of factors that influence this process. The researcher identifies more significant factors: 1) research and teaching staff; 2) the content of training; 3) learning technologies; 4) the student's identity; 5) public activity; 6) bases of educational practices [11, p. 39]. Thus, analyzing the diversity of existing interpretations, in accordance with the purpose of our study, we define pedagogical conditions as those that are consciously created in pedagogical activities, whose task is to ensure the most effective formation and course of the educational process.

The purpose of the article is in theoretical substantiation and determination the possibility of implementing the pedagogical conditions for the preparation of primary school teachers in pedagogical colleges for integrated student learning.

Presenting main material. In our work, we proceeded from the assumption that the preparation of primary school teachers in pedagogical colleges for integrated student learning will be more effective through the implementation of certain pedagogical conditions. Let's reveal the essence of certain pedagogical conditions.

In our study, we came out from the hypothesis that the readiness of future primary school teachers for integrated student learning can be increased under the following conditions: the formation of motivation of future primary school teachers to implement integrated student learning; updating the program learning outcomes and training content of future primary school teachers; ensuring the gradual development of future primary school teachers with theoretical and methodological features of integrated learning; use the potential of educational and industrial practice to gain experience in integrated learning of students.

Determined pedagogical conditions, in our opinion, will contribute to the effective and holistic formation of motivational, cognitive, activity and reflective components of future primary school teachers' readiness for integrated learning.

We will substantiate the expediency of their introduction into the practice of training future primary school teachers in pedagogical colleges and ways of their comprehensive implementation.

The educational environment of the pedagogical college contributes to the formation of motivation of future primary school teachers to implement integrated student learning, which directs the student's personality to master a certain type of professional activity, the formation of values related to future professional activity.

Manifestations of positive motivation of students to perform future professional activities, according to D. Voznosimenko, are: a clear interest in teaching; system of value motives that motivate the implementation of various types of pedagogical activities; desire and awareness of the need to perform various types of professional activities, etc. [12].

We paid special attention to the choice of optimal forms and methods of educational activities to form the motivation of future primary school teachers to implement integrated student learning.

This is facilitated by classroom and independent extracurricular activities of students in college: scientific-research activities (group work, competitions, scientific and practical conferences, competitions, etc.); career guidance activities (meetings with experienced primary school teachers, participation in debates, discussions); practical activities (participation in workshops, master classes, business games, etc.).

Let`s consider how the use of different activities provides complexity and continuity of management of the process of forming the motivation of future primary school teachers to implement integrated student learning.

Thus, at the beginning of college education, the main goal of educational activities in the context of the researched problem is to encourage and consolidate the primary interest in integrated learning by activating the cognitive activity of applicants, selection of tasks that stimulate activity. In the following courses there is a formation of interest in knowledge in the field of integrated learning, the development of the need to acquire competence in this field. At this stage, with the help of active methods and forms of organization of the educational process, applicants are absorbed into integrated learning, analyze its results.

Later, there is a strengthening of professional interest in the research problem, creating conditions for testing and improving the existing competence for integrated learning of primary school students. At this stage, the main link in the content of the process of preparing future primary school teachers in pedagogical colleges for integrated student learning is pedagogical practice. In order to convince applicants of the relevance and necessity of integrated education of primary school students, to arouse interest in the studied type of training for the implementation of this condition problem lectures in the form of: conversations, lectures-discussions, lectures with analysis of a specific situation and more are used.

Since the profile of the educational program in the specialty 013 "Primary Education" contains a research component, within the framework of our study in the process of preparing primary school teachers in pedagogical colleges for integrated student learning there introduced the functioning of the student educational association "Integration in pedagogical theory and practice". The purpose of forming this association is to improve the professional training of primary school teachers, considering the new requirements for modern specialists and teachers of the New Ukrainian School, in particular. The content of the association's activity is devoted to a topical pedagogical problem and is aimed at preparing future teachers to implement the ideas of integration in the practice of teaching students.

The introduction of such activities creates a basis for establishing integrated links between the psychological- pedagogical and methodological cycle of disciplines; orients students to active pedagogical and methodological cycle of disciplines; orients students to active independent work with modern pedagogical literature, to get acquainted with pedagogical and methodological research on the problem of integration, to study new alternative programs of integrated courses, to practical preparation of integrated lessons; prepares students for the effective organization of education taking into account the integrated processes in the period of active pedagogical practice and in the process of future professional activity.

Updating the programme results and content of preparing of future primary school teachers involves the inclusion of components that reflect the theoretical and methodological aspects of integration in primary education by filling the traditional modules of the disciplines with integrated content. The implementation of this pedagogical condition provided for the renewal of professional competencies and program learning outcomes in the educational and professional program of the first level of higher education in the specialty 013 "Primary Education".

Effective preparation of future primary school teachers in pedagogical colleges for integrated teaching of students involves a certain level of pedagogical skills of the teacher, which ensures the effective construction of the didactic process. Therefore, it is completely justified to implement the following condition – to ensure the gradual development of future primary school teachers of theoretical and methodological features of integrated learning – which was implemented on the basis of coordination of tasks of teachers of different disciplines.

The introduction of the third pedagogical condition was aimed at optimizing the interaction of teachers of different disciplines. The implementation of this condition ensured the creation of an innovative type of partnership-discussion of the problem of preparing future primary school teachers for integrated teaching of students at the meetings of pedagogical, scientific and methodological councils of the institution, during theoretical, psychological and pedagogical seminars, round tables, pedagogical workshops.

There have been identified the disciplines in the process of teaching of which specially developed tasks for students are used, they promote the formation of their readiness to carry out integrated learning of students and worked out educational and methodological support of this process: curriculum, samples of integrated lesson plan and analysis of the integrated lesson, etc. To realize this condition, the content of training includes the use of the following teaching methods: the method of projects, round tables, business games, case method, methods "Openwork saw", "Brainstorming", "Teaching - learning", etc.

The use of the potential of educational and industrial practice for gaining experience in integrated learning of students, as defined by the following pedagogical condition, due to the fact that during pedagogical practice theoretical knowledge is implemented, consolidated and enriched, practical skills of future teacher practice and consolidate; the future teacher is aware of his real level of readiness for integrated learning of students; reflective analysis of their professional activities provides a transition to self-knowledge and self-development. Attaching great importance to pedagogical practice in preparing future primary school teachers for integrated student learning, it is appropriate to determine beforehand the schools in which students will work. Familiarity with the experience of teachers-masters of pedagogical work serves as a model to follow, stimulates the desire to acquire professional skills. During the practice, students need to be provided with methodological assistance and advice from methodist-teachers and primary school teachers. Before the students go to the pedagogical practice, an introductory conference is held, during which students are acquainted with the tasks of the practice.

To increase the levels of readiness of future primary school teachers for integrated learning of students in educational programs, which were studied by students of experimental groups, the program results were updated and the content of education taking into account the features of integrated learning; in order to reveal the theoretical and methodological foundations of integrated learning according to the developed author's program, a seminar was held for teachers of pedagogical colleges; during the training of future teachers, both traditional and innovative teaching methods were used (verbal, active, reproductive, problem-searching, control and self-control, case-study, e-learning, inverted learning, problem situations).

Thus, in our opinion, certain pedagogical conditions will contribute to the effectiveness and optimization of the preparation of future primary school teachers for integrated student learning. The implementation of these conditions depends on the institution of higher education, which will direct its educational activities to intensify the process of such training.

Conclusions. It was found out that development of primary education in the EU is characterized by the integration in modern standards of the content of subjects by combining them into modules, integrated blocks, broad educational areas; professional training of future primary school teachers in the European Higher Education Area is aimed at strengthening the integration of theoretical disciplines, increasing attention to methodological training and pedagogical practice. In the EU there is a trend of transition in the training of primary education teachers from bachelor's to master's level.

Therefore, for the organized educational process in the pedagogical college on the basis of developed pedagogical conditions the integration of different forms and methods of teaching is typical. In preparing students for integrated learning of students the main goal of the educational process, we see not only in the perception, understanding and memorizing information, but also in the formation of professional skills and abilities, in the active adoption of educational material for further use in pedagogical activity. In our study, we confirm that the preparation of future primary school teachers in pedagogical colleges for integrated student learning will be more effective through the implementation of pedagogical conditions aimed at encouraging teachers to creative work and students to professional self-improvement. At the same time, these conditions require comprehensive implementation, because they are interconnected and cannot act in isolation from each other.

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THE FORMATION OF PROFESSIONAL RESPONSIBILITY AMONG FUTURE TEACHERS: METHODS AND TECHNIQUES

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Annotation. *The article analyzes the problem of professional responsibility of future teacher students' formation while studying in a higher education institution. The professional responsibility of the future specialist is interpreted as a special way of the relationship between a man and society, and at the same time as a moral and professional regulator of pedagogical activity and evaluation of its results.*

The pedagogical responsibility of the future teacher is presented in such emotional and behavioral manifestations and reactions as empathy, joy for success, satisfaction with the results of their work, remorse for their own mistakes and mistakes in the educational process, etc.

The experimental work used methods and techniques aimed at mastering, deepening and generalization of psychological and pedagogical knowledge of future teachers, reflection of personal experience (joint projects, simulation, educational discussions, self-analysis of their own behavior in terms of moral and ethical and professional responsibility, motivation to self-development).

Keywords: *future teacher, professional responsibility, motivation for self-improvement, self-development, academic process, dialogic interaction, reflection, professional competence, self-organization.*

Problem statement. In 2012, a project of "Ethics Code for Ukrainian Teachers" was developed in Ukraine, which was designed to systematize and consolidate a single system of norms and rules of morality in all activities of teachers, valid throughout the country. The analysis of this document shows that it prescribes the basic principles of pedagogical ethics, in particular "the creation of good, the autonomy of the teacher, the dominance of the interests of the student, honesty and decency" [6]. The document, which did not yet have legal force, quickly spread in the educational environment, as it set out not only the responsibilities but also the rights of teachers and certain reservations about establishing friendly relations with students and their parents, as well as outlining the range of issues that concerning the professional responsibility of the teacher. Such documents were developed and adopted at the beginning of the XXI century in virtually all developed countries, with special emphasis on personal and professional responsibility of teachers, which becomes the basis of professional ethics and pedagogical skills.

In fact, the issue of professional responsibility of teachers today becomes more relevant: in modern schools, new educational practices are spreading (for example, inclusive education), innovative technologies are introduced (distance, immersive, game learning), work with which requires more attentive and meticulous attitude physical and mental health of students. The actions and behavior of a teacher outside the educational institution and on social networks require self-control and observance of moral, ethical and legal norms: after all, not only their professional reputation but also the outlook and emotional states of their pupils may suffer from unethical judgments or actions.

Therefore, we consider it appropriate to analyze the concept of "professional responsibility of the teacher" and describe the forms, methods, techniques and means of its formation at the stage of obtaining higher professional education.

Analysis of current research. The basis of the psychological and pedagogical theory of formation of professional responsibility are the works of A. Alferov, L. Bozhovich, I. Bekh, O. Leontiev, A. Makarenko, V. Myasishchev, S. Rubinstein, M. Savchin, V. Sukhomlinsky, D. Uznadze and others. The works of L. Baranovska, L. Nora, O. Osadchuk, O. Torshevska, N. Chernova, O. Yurynets and others are devoted to the study of the peculiarities of the formation of students' responsibility in the educational process of the institution of higher pedagogical education.

But the formation of responsibility as a professional and personal quality of the future teacher in a rough world and high risks has not yet been the subject of a separate holistic study. Practical methods and forms of work on formation of professional responsibility of students-future teachers demand development and approbation, ordering and systematization.

The essence of the category of "responsibility" is expressed in the fact that it in the most generalized form reveals the main aspects of the need to be responsible for their own actions and behavior as a multifaceted moral phenomenon. Theoretical analysis of this phenomenon involves determining the content of the category of responsibility and identifying personal forms of its manifestation, those situational reactions and behavioral patterns inherent in man, specialist, in particular teacher, which indicate the presence or absence of responsibility.

The content of this category acts as a unity of objective and subjective. The interaction of the objective and the subjective realizes the relationship of the category of responsibility with the categories of "duty", "conscience", "honor", "dignity".

Professional responsibility, along with other forms of its manifestation: civil, parental, is an integrative property of the individual, a representative of a particular professional field. In particular, pedagogical responsibility is manifested in the basic areas of responsibility of the teacher and contains certain semantic constructs of the value attitude of the individual to: pedagogical activity, educational work, to pedagogical and student (children's, student) teams, to colleagues, to parents, to the content education, its mission and values.

The analysis of existing approaches to the interpretation of pedagogical responsibility in philosophical, psychological and pedagogical scientific sources gives grounds to consider this phenomenon as a special way of human-society relations, and at the same time as a moral and professional regulator of pedagogical activity and evaluation of its results.

The formation of a sense of pedagogical responsibility of the future teacher is manifested in such emotional and behavioral manifestations and reactions as empathy, joy for student success, satisfaction with the results of their work, remorse for their own mistakes and mistakes in the educational process, etc.

Problems of pedagogical responsibility formation connected with professional competence are developed by modern domestic and foreign scientists who consider them in various aspects: social and economic, administrative, psychological and pedagogical (S. Batyshev, V. Lazarev, A. Shelten and others).). Research by S. Vershlovsky. B. Gershunsky, M. Yevtukh, M. Lukyanova, M. Smetansky and others emphasized the need to further development the problem of training a professionally competent teacher, aware of their professional, civic and personal responsibilities, ready to take responsibility for their actions and deeds, professional behavior, quality of education and upbringing of children. After all, the teacher ensures the reproduction of the main social value - a person capable of creative self-expression and self-realization in every sphere of life.

The development of professional responsibility is organically combined with the formation of professional pedagogical competence. The issue of formation of professional competence of students of pedagogical institutions of higher education, formation of their personality, formation of professionalization is reflected in the works of V. Bezdukhov, V. Bespalko, V. Zagvyazinsky [2; 4; 7].

The responsibility of students-future teachers as an important professional characteristic was researched by K. Abulkhanova-Slavska, V. Galuzyak, Y. Mishina, V. Pryadein, A. Petrovsky, M. Smetansky and others [8; 10].

Analysis of the array of studies of these authors suggests that today the professional competence of the future teacher is considered mostly as a universal characteristic that combines scientific and pedagogical knowledge and skills, creativity, independence, ability to adequate self-esteem and critical thinking, the formation of the complex moral and ethical values. This is the desired image of a specialist who should be formed in the academic space of a higher education institution.

Thus, professionally significant individual qualities act as a certain neoplasm, in which external characteristics and requirements are transformed, creating an individual uniqueness of the specialist.

It follows that pedagogical education faces the urgent task of forming professional thinking, professional responsibility of the teacher from the student bench, which can be achieved through deep integration of theoretical and practical components of the content of professional training.

In turn, achieving a high level of competence is possible only if a responsible attitude to the acquisition of professional knowledge and skills, abilities and values of the profession. Therefore, among the many components of competence, special attention in teacher training should be paid to the development of responsibility, which is a characteristic of professional and ethical culture, is a regulator of moral behavior of teachers.

“Responsibility is a stimulus for the constant creative search for optimal ways for a person to fulfill his professional and public duty, the core of his professional and social qualities. A necessary condition for the formation of professional responsibility of the future teacher is his interest in the process and results of educational and cognitive activities ", – determine M. Smetansky and V. Galuzyak [10, p. 68].

In foreign pedagogical science the problem of teacher responsibility for the results of their work is revealed in various aspects. Thus, the American educator M. Bachler, comparing the quality of education of students in privileged and regular schools, concludes that the quality of education depends more not on the type of school and material wealth of students, but on the responsible attitude of teachers to their responsibilities. Their creative and innovative activity has a positive effect on the success of young people in learning [1, p. 60-63].

Objective indicators of responsible student behavior can be a reflection of social relationships in educational and professional activities - we mean punctuality, responsibility, diligence, academic integrity, performance, subjective factors include the desire for self-development, self-education, self-improvement, ie actualization potential capabilities and abilities [5; 8; 9].

In our opinion, the education of personal and professional responsibility of the future teacher determines the need for self-education and self-development. In the methodological aspect, it becomes a challenge for a teacher of higher pedagogical education, because it encourages him to create and implement in the academic process of college or university such forms, methods and techniques of educating students that promote youth experience of adequate professional self-understanding, self-motivation, self-development , regulation of own activity according to norms of public morality and professional ethics. It is obvious that professional training requires a colossal personal development of the student while studying at the Free Economic Zone. Analyzing the concept of "personality", most authors identify such basic characteristics as rationality, integrity, responsibility, freedom, personal dignity, individuality, social activity, principle, morality (S. Rubinstein, K. Platonov, V. Tugarinov, I. Kharlamov, etc.). Psychologists argue that responsibility is an internal form of control, the functions of which are reflected in the responsible attitude of the individual to something or someone; responsibility as a personal quality is associated with emotional experiences and self-control; responsibility is formed through a set of norms, rules, joint activities with other people, means of vocational education.

Presenting main material. In modeling the process of students' professional responsibility, we took into account a variety of factors that make effective educational influences, as well as the fact that professional responsibility does not exist in isolation in the structure of personal qualities, it is always combined with other aspects of personal responsibility. The methodological basis for the development of methods and forms of professional responsibility education were personality-oriented and contextual approaches, as well as a competency-based approach to the formation of the personality of the specialist. We understand the process of student responsibility as the development of such an important personal and professional quality, which integrates psychological stability, reliability, motivation, ability to be responsible for their own actions and behavior in various life and professional situations within the existing legal field and the ability to comprehend own actions and their consequences. This becomes possible in the academic environment of free economic education, if we understand the process of formation of personal and professional responsibility as a process of acquiring a broad socio-cultural experience by a future specialist. Teaching professional, in particular psychological and pedagogical disciplines creates excellent conditions for the formation of the personality of a young person in general and entering the environment of professional culture in particular.

The best educational practices of personal and professional responsibility of students, as our experience has shown, are dialogue and reflexive exercises that encourage young people to think about the professional and civic mission of teachers in modern society, encourage self-development, stimulate motivation for self-education and self-improvement. We will briefly describe the forms, methods and techniques that have formed the basis of our program for the development of responsibility of future teachers.

1. Methods and techniques aimed at mastering, deepening and generalization of psychological and pedagogical knowledge of future teachers:

- Joint design of criterion assessments of the process and outcome of learning quality (mastering the topic, technologies of pedagogical activities, ways of learning new material, ways of assessing performance); creation of problem situations and joint search with students for ways to solve it; individual presentation of your own strategy for solving the problem and proving the truth of the quality assessment criteria; verification of assumptions during pedagogical practice, reflection of positive and negative results of the work, etc .;

- Didactic techniques that stimulate the ability to analyze and synthesize, promote the development of logical and critical thinking as an intellectual basis for responsible behavior of the specialist: interpretation of scientific concepts, comparison of different definitions of terms and concepts by scientists representing different scientific schools; writing essays on topics related to the future profession, such as: "Professional and personal responsibility of teachers", "Ethics of pedagogical communication", "How to measure the quality of teaching?", "How to gain the trust of the child?" etc.

2. Methods of activation of independent activity of students in work with the pedagogical information and formation of responsibility for quality of this work:

- Joint discussion of quality results of homework, mutual evaluation, self-evaluation;

- Development of methodical recommendations - together with the teacher - for carrying out practical, laboratory employment and independent homework of students;

- Creating algorithms for self-analysis of their own work on the educational problem; creation of analogues for solving creative tasks, etc.

3. Methods and techniques for discovering the meaning of learning in the progress of educational activities and responsibility for their work: initiating polar views on the problem and contradictory interpretations of the pedagogical situation, finding their own algorithm for solving the situation (for example, students offered to solve this situation in different ways , in the opposite way, but all the proposed scenarios were reduced to assessing the level of personal and professional responsibility of the teacher to students: "In the first lesson on" Fundamentals of Health "in the first grade clean hands, ears,

clothes, all the children put their hands on the desks and began to look at them, even show each other. The teacher noticed that the black-eyed boy on the first desk dirty ears. She looked at him for a second, then said: "Look at Grisha's dirty ears. He didn't wash them. You can't come to school like that." The boy blushed, then turned pale. Thirty-nine other children looked at him: some with childish interest, others with compassion, and he didn't know where to turn his eyes ... "Well, this one will never come to school with dirty ears again," she thought. the teacher. And then she doubted - maybe she was too sharp and straightforward with the boy? How should a teacher act in this situation? ”).

4. Methods and techniques of simulation:

- Presentations of image characteristics of "teacher-manipulator", "teacher-liberal", "democratic teacher";

- Scenarios for the manifestation of responsible behavior and reflection of personal and professional responsibility in role-playing games, in the staging of quasi-professional situations ("Parents' Meeting", "PE in the classroom", "Pedrada");

- Modeling of dialogues, typical for situations of pedagogical communication; writing and presenting public speeches to an imaginary audience of colleagues, parents, school graduates, etc.

Methods and techniques aimed at developing professional reflection of the teacher: training exercises, notebooks for self-analysis, diaries for self-motivation and self-development.

Conclusions. Thus, personal and professional responsibility is an important component in the overall system of values and competencies of the future teacher. Factors that influence its development – according to most researchers – are the motives of the individual (conscious and unconscious), life goals and values of the individual (professional, personal, existential). The formation of personal and professional responsibility is possible during the training of future teachers in freelance through the use of special forms, methods and tools for the development of responsibility, providing theoretical, practical and training classes with simulation of quasi-professional situations, moral dilemmas, simulation exercises.

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SPECIFICITY OF THE ORGANIZATION OF YOUTH LEISURE IN THE CONDITIONS OF ACTIVITY OF STUDENT CLUB

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Annotation. *The article substantiates the role and specifics of the organization of youth leisure of higher education institutions in order to meet and realize the interests and needs of students, the disclosure of their creative potential, social education and activation of cultural and leisure activities. The organizational structure, directions and forms of activity of student clubs are characterized. Problems of organization of youth leisure in the conditions of activity of student clubs are revealed and possible ways of their decision are outlined.*
Keywords: *organization, youth, leisure, youth leisure, club, student club, student club activity.*

Formulation of the problem. The institution of higher education is of fundamental importance for the development of the state, it creates a model of future social relations and forms in students a modern worldview, social experience, professional skills, views, beliefs. However, the state of modern society, economic crisis, conflicts, spiritual degradation, lack of mechanisms of adaptation, inconsistency, complicate its vital functions in this aspect. The above reduces the efficiency of higher education and the ability to provide quality management, coordination of educational, scientific, methodological, community service, organization of cultural and leisure activities and the creation of optimal conditions for self-realization. Thus, it is necessary to create those effective conditions by which the problems of formation of national consciousness, respect for the state, spiritual values of the people, its culture, customs, traditions, patriotism can be solved. In these conditions, the problem of higher education institutions in general and in combination with the system of extracurricular activities by the organization of cultural and leisure activities of student clubs in particular, becomes extremely relevant.
Аналіз останніх досліджень і публікацій.

The problem of organizing the activities of student clubs in higher education institutions is not new. Many foreign and domestic researchers have addressed the issues related to it. The specifics of forming a student of a higher education institution by means of club activities are considered in the works of Hryn'ova, M., Piddubna, YU., Hryn'ova, V. (2020). Huzman, O., Lyashenko, N. (2016). Danylchenko, O. (2020). Irkhina, YU. (2019). Pavlenko, O. (2017). Pishun, S. (2005). Tadlya, O. (2015). Tyuska, V. (2019) et al. Noting the importance of scientific research of these scientists, it should be emphasized that in this problem today there are still many unresolved issues. In particular, little attention is paid to the current state of use of club technologies in the overall development strategies of higher education institutions and the system of youth leisure. In fact, most researchers often pay attention to the implementation of common cultural and leisure techniques that have traditionally been used in the activities of student clubs. However, topical issues of the student club, its systematic analysis at the present stage and the features of various forms of educational, scientific and club work have remained out of the attention of researchers, or partially considered in the research of scientists. The relevance and significance of the study and solution of these issues have determined the purpose and objectives of this study.

The purpose of the article - the main purpose of the article is to reveal the importance of organizing meaningful leisure of student youth of higher education institutions in order to meet and realize their interests and needs, creative creativity, social education and cultural and leisure activities.

The methodological basis of the study is empirical and systematic approaches, according to which all the processes of cultural and leisure activities used in higher education institutions are analyzed through a structural and functional analysis of the student club.

Research methods. Within the study, we most actively used the methods of analysis, synthesis, system and structural-functional approach. The method of analysis provided us with opportunities to identify the place of activity of the student club in the direct practical work of the institution of higher education. Thanks to the synthesis, we were able to find the relationship between the use of techniques in the activities of the student club and the success of educational institutions. The structural-functional approach allows to investigate the multifaceted phenomenon in structural and functional sections. The use of a systematic approach allowed us to draw conclusions about the opportunities provided by the student club, institutions of higher education in the cultural and leisure sphere.

The information base of the research consists of the results of the analysis of publications on the chosen topic, own experience and practice of work in the cultural and artistic centers of higher education institutions.

Presenting main material. In the context of socio-cultural activities of student youth, the organization of youth leisure in the conditions of student club activity acquires special significance. The student club is a pedagogically organized process, a voluntary leisure association of students, whose interpersonal relationships are mediated by socially valuable, personally significant content of collective leisure activities [6, p. 6–7]. The student club is a micro-society in interaction with which the student-member of this collective develops and by inclusion in joint practice successful realization of social functions can be provided on condition of realization of constant interrelation of free time, social and public activity with educational process as leading activity of students. The analysis of scientific sources allowed to identify and scientifically substantiate the goals of the student club, which are classified on the basis of the following principles: content, socio-cultural orientation, productive implementation of multifaceted artistic and creative activities and cultural leisure (Pishun (2005), Tadlya (2015), Tyuska (2019). The direction of the goals of club organizations, according to M. Khrynyova, YU, Piddubna, V. Hrynyova, (2020), O Huzman, N. Lyashenko (2016), O. Danylchenko, (2020), should be regulated in specific cultural conditions. leisure activities that contribute to the formation of creative personality, including socialization, self-determination and self-realization of their participants YU Irkhina (2019), O. Pavlenko (2017) focused on the problems in the organization of leisure students of higher education institutions and outlined possible ways to solve them , focused on issues related to the areas and forms of activity of student associations.

Thus, the creatively filled and socially oriented activity of the student club on the organization of youth leisure in itself has an educational impact on its members. To do this, it is necessary to create appropriate conditions that would fill the activities, projects of the student club with the necessary modern content, to introduce effective innovative and creative forms and methods of cultural and leisure activities. However, this activity should always stimulate the growth of aesthetic needs and spiritual needs of students, their cognitive interests, artistic tastes, skills and abilities.

The issue of forming a student club involves the unity of positions on organizational aspects. The organization of youth leisure is planning, content, coordination and control, motivation of group life, as well as the functioning of club management and governing bodies at the level of student government. The theoretical basis of this direction was the parametric concept of contact groups and teams, the theory of activity mediation of interpersonal interaction, socio-cultural orientation of group processes of real subject activity of the team, which generally ensures the efficiency, formation and development of the student club.

Analysis of research (Hryneva, M., Piddubna, YU., Hryneva, V. (2020), Huzman, O., Lyashenko, N. (2016), Danylchenko, O. (2020), Irkhina, YU. (2019) , Pavlenko, O. (2017), Pishun, S. (2005), Tadlya, O. (2015), Tyuska, V. (2019), allowed to single out system scientific approaches on which the organization of youth leisure in the conditions of activity of student should be based. club, namely: personal, activity and integrative.

The personal approach is characterized by the comprehensive harmonious development of the member of the club association, which is carried out through the prism of the implementation of individual characteristics. From the standpoint of the activity approach, the student's participation in club organizations should be aimed at a socially significant result that ensures the effective acquisition of knowledge, skills and abilities. The integrative approach is based on the principle of interaction of all components of the creative process, able to create for student youth such cultural and leisure conditions through which the individual was able to reach a new, better level of development. Thus, the combination of the above approaches creates a theoretical prerequisite for structuring the specific activities of the student club for the organization of youth leisure.

The organizational structure of the student club, the mechanisms of interaction of its members do not arise spontaneously. They are formed and determined by the practice of cultural and leisure activities, and also depend on the style, methods and management system in the process of organizing youth leisure.

Regarding the structuring of the student club and the definition of its substructures (Fig. 1.), in the context of our study, we relied on work on the theory and methodology of club work (Hryn'ova, M., Piddubna, YU., Hryn'ova, V. (2020), Huzman , O., Lyashenko, N. (2016), Danylchenko, O. (2020), Irkhina, YU. (2019), Pavlenko, O. (2017), Pishun, S. (2005), Tadlya, O. (2015), Tyuska, V. (2019).

In our opinion, the structure of the student club should include a number of substructures. The student club operates within a holistic system consisting of team building, goal selection, forecasting, planning, analysis of waves of direct and feedback, decision-making and their implementation, organizational internal activities, evaluating the effectiveness of activities. All this we attribute to the organizational component.

The first task of the organizational activity of the student club is to integrate student youth, which is carried out by acquainting them with the mission, general purpose and objectives, defining conditions and means to achieve the goal, planning, coordination, control, regulation and evaluation.

The second task of this activity is the communicative component, which means the establishment of horizontal contacts within the club and external vertical communications with other organizational entities.

The third task of organizational activity is pedagogical management of the process of learning and personality development of a student member of the club by means of cultural and leisure activities.

In general, the content of the organization of the student club coincides, including:

- definition of the mission, purpose and means of its achievement;
- formation of governing bodies;
- distribution of tasks between the members of the club team;
- consistency of their actions in the activities of the organization and control over the implementation of management decisions;
- productivity of cultural and leisure activities of the student club based on the development of creative potential of its members;
- determining the quality of activities based on the criteria for evaluating the student organization and the use of various forms of motivational incentives.

Thus, the presence of these indicators creates the integrity of the student club as a value-oriented component, which is manifested in specific aspects of its purposeful cultural and leisure activities.

From the standpoint of a systems approach, the direction of collective activity is closely linked to the reflection of many important processes taking place in the modern socio-cultural space. Therefore, culture, art, is perceived not only as a model of free creative activity of students, but also as a certain force of spiritual formation and development, a universal mechanism of adaptation to life, socialization processes.

Typical forms of organization of activities in student clubs are supplemented by others, inherent in the cultural and leisure sphere and the most adapted to intensify creativity, involve students in the practical implementation of acquired knowledge and skills in various artistic activities, to publish the results of their creative efforts and self-realization. Particularly popular are cultural and artistic projects involving club organizations, namely: festive events, concerts, themed evenings, cultural weeks, workshops, conferences, art festivals, reviews of artistic creativity, shows with student groups and other activities carried out in the process of organizing cultural leisure of students.

Depending on the composition of the student club, the selection of those organizational forms that contribute to the positive effectiveness of cultural and leisure activities. The most common forms of work of student clubs include: individual, group, organizational work as a whole of managerial and regulatory actions, a functional complex of planned, pedagogical, executive, analytical work.

According to the content and form of the organization, the student club objectively appears as a joint activity of its members. This is primarily due to the fact that each member performs certain functions that are important for the activities and development of the club. In joint activities it is possible to achieve collective and individual needs, interests and goals. The most productive are those forms of joint activities in which the organization of the cultural and leisure process is aimed at solving important tasks for the team. This is the interest in the prospect of joint activities: joint definition of the problem; discussion of conditions and options for its implementation in a situation of equality; friendly attitude to different approaches in solving the problem; mandatory discussion of each opinion; providing opportunities for self-expression in the joint creative process. Interaction is carried out in various joint actions: organizational, cognitive, creative, communicative, corrective, evaluative.

The very fact of communication plays an important role in ensuring the effectiveness of joint activities in the student club. Analysis of scientific sources (Hryneva, M., Piddubna, YU., Hryneva, V. (2020), Huzman, O., Lyashenko, N. (2016), Danylchenko, O. (2020), Irkhina, YU. (2019) , Pavlenko, O. (2017), Pishun, S. (2005), Tadlya, O. (2015), Tyuska, V. (2019) and personal practical activity as the head of a student club allowed to come to a conclusion that communication arises as result and as a form of conscious reflection of the club members in the features of joint activities as interaction. Joint activities have a systemic function, which largely ensures the integrity of life and dynamic development of the student club.

In the study, we proceeded from the position that club activities always function in the socio-cultural space on a spiritual basis. Therefore, the involvement of student youth in creative interaction with club activities is the ground on which moral and ethical imperatives are formed, the riches of spiritual culture, norms and traditions of national culture are mastered, moral qualities are formed that regulate relationships, coordinate actions and deeds in life. In the study, we believed that the transfer to the inner world of the individual, ie each member of the student club, spiritual, moral and ethical, aesthetic values and the development of their own value orientations is possible not only at the rational level of awareness but also emotionally.

Thus, on the basis of this we can conclude that in the process of student club organization of youth leisure is the accumulation of both collective and individual experience, the presence of which is a necessary component of creativity, and the result - the success and effectiveness of achievements in internal and external organizational and creative development of the club team as a whole.

We believe that the subjective experience gained by each member of the team in the process of creative practice is a necessary condition for increasing the level of cultural and leisure activities of the student club. The components of subjective experience include: value, organization, operational, cooperation. It is these components of the integrated experience that ensure the productivity of each participant and the entire student club.

One of the most difficult activities in which the students of the student club are involved is the focus on self-education, which involves interconnected and interdependent processes: self-knowledge, perception of criticism, systematic self-evaluation; gradual development of an objective attitude to oneself; focus on the realization of productive creative forces in specific interaction in the process of club activities. The formation of spiritual, moral and ethical, aesthetic values (which is important for each member of the student club) expands the boundaries of individual creativity, promotes the development of internal mechanisms for productive self-realization of the individual in the socio-cultural space.

The implementation by the members of the student club of certain functions in the field of leading cultural and leisure activities creates the so-called official relations. However, the simultaneous solution of tasks and performance of functions in the course of the same activity, there are other functional entities, not provided in advance by the purpose and objectives of the leading activity. Such are the positions of individual members of the student club, who express critical judgments, comments or, conversely, act as a scholar or generator of ideas. Therefore, the connections between the members of the student club, who realize these roles, form, in addition to the system of formal relations, also informal, ie emotional relations, which represent various forms of interpersonal communication.

One of the factors that ensures a harmonious relationship between the participants in the student club is a favorable moral and psychological climate. We also believe that when the formal and informal components of the relationship are based on the unity of these goals and objectives, motives, then the members of the club complement and consolidate common positions, maintaining competence in cultural and leisure and interpersonal communication.

Positive orientation of interpersonal and collective relations includes: trust and high demands; friendly criticism; display of energy, enthusiasm, moral support and purposefulness; sufficient awareness; establishing partnerships to perform important tasks outlined in the main purpose of the student club. The effectiveness of favorable interpersonal relationships in the student club depends on a positive psychological climate, cohesion and compatibility, the work of its members, as well as a high value-oriented unity, which is manifested in joint cultural and leisure activities. It is the basis of communication between members of the student club and all the phenomena of interpersonal relations, so the nature of interaction in the team is a consequence of the unity of value orientations of its members.

The problem of establishing a wide range of creative contacts between club teams becomes especially relevant, because the social determinant that most determines the moral and spiritual, aesthetic growth of young people is active participation in cultural and leisure activities. In the study, we relied on new positions regarding the provision of productive links between single-club clubs of students in order to intensify joint artistic and creative activities, enrich the content of the spiritual and aesthetic sphere of life of groups, style and ways of interpersonal contacts, realization of potential opportunities with an emphasis on its spiritual richness. Thus, the definition of a single goal of intercollective activity should determine the continuity of the function of translation of norms of activity on the basis of principles, in which those of them come to the fore, mastering which allows student clubs to constantly improve, effectively interact, comprehend and apply new experience.

The adaptive function of the strategy of club teams, which have established inter-collective relations, is effectively performed in the process of development and improvement of interacting parties, as well as ensures the integrity of the social environment in which cultural and leisure activities are implemented. The adaptive potential of the strategy of intercollective interaction is determined by a certain range of conditions and operations in which its use leads to a positive result: the more such conditions and situations, the more universal the strategy, the higher its adaptive potential. Important in the implementation of inter-collective relations of student clubs is joint participation in various activities at the level of higher education institution, where they creatively use their free time, directly participating in the district, city and national levels, as club groups are traditionally involved in art forms. amateur student youth.

At the same time, to ensure the productive functioning of intercollective relations of student clubs, it is necessary to use a scientifically sound and practically tested multi-purpose cultural and leisure program, which will be the optimal and productive means of real practical joint action.

Thus, it becomes clear the importance of inter-collective creative ties of club organizations, in which the content of activities is a powerful educational force in their spiritual, emotional, intellectual development.

The central figure in the activities of the student club is its leader - the figure of which embodies the qualities of the organizer, manager, psychologist, teacher, which generally determine the success of management or leadership characteristics.

Of particular importance for the leader is the ability to organize and direct the efforts of student club members to solve problems of varying complexity, while determining the creative potential of each student and objectively evaluate the results of both individual and student club activities in general. The next personality traits of the team leader are the ability to emotional and volitional influence. This quality is the basis for mobilizing, uniting, uniting and directing students to work together to achieve common goals. In our opinion, effective and democratic style of student club management is a process of interaction based on openness and sincerity, joint initiative, diligent creative work, on the basis of interpersonal moral and ethical contacts, based on rational joint collective activity and constructive criticism.

Thus, the leadership style of the student club team is a multifaceted formation, the key positions of which are the following system characteristics: the activity of the leader; collegiality in decision-making; focus on the nature of the student club; focus on success, on positive performance in the creative process; providing effective feedback; focus on the values of culture as a basis for the spiritual development of the personality of each member of the student club.

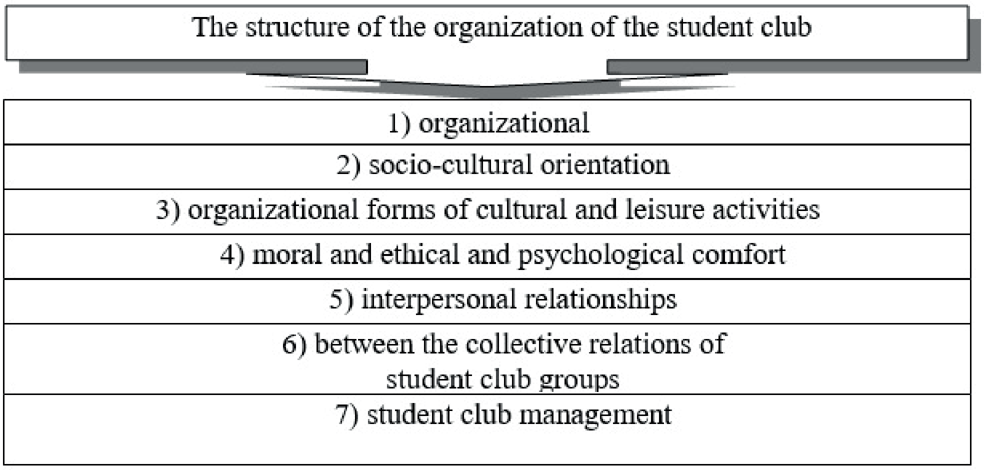

Fig. 1. The structure of the organization of the student club

The problem of organizing cultural leisure of young people is considered as a means of socialization of the individual, which gives specific features by means of cultural and leisure activities as a process and result of assimilation and reproduction of social experience, based on two main components - training (education) and education. activities and communication).

Conclusions. The results of the study of the specifics of the organization of youth leisure in the conditions of the student club allow us to draw the following conclusions:

1. Cultural and leisure activities in the system of higher education institutions act as a specific type of activity of student youth, which is carried out in the field of leisure and social orientation.

2. The organization of youth leisure is considered as activity carried out in collective, individual forms and carries out directly social and cultural, aesthetic, communicative functions, designing purposeful creative development of the person, promoting individual accumulation of own cultural experience.

3. Student club as a holistic socio-cultural association of students, which has a special organizational structure, based on the principles of purposefulness, initiative,

collegiality; performs specific functions in the field of cultural and leisure activities and promotes socialization through the assimilation of certain cultural values by participants with the subsequent objectification of acquired knowledge, skills and abilities as a form of self-realization and social self-affirmation.

In connection with the above, the question arose about the study of the real state of organization of the student club in the system of higher education.

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DIAGNOSIS OF RELIABILITY OF PIANO FORMATION LEVELS OF ART STUDENTS FROM PEDAGOGICAL UNIVERSAL AND ASSOCIATED CONTROL EXPERIMENT RESULTS

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Annotation. *Diagnosis of Reliability of Piano Formation Levels of Art Students from Pedagogical Universities and Associated Control Experiment Results.*

The article reveals the content of diagnosing process about current state of piano reliability and its formation as well as the piano level of the art faculty's students from pedagogical universities. The phenomenon of the piano reliability is shown as the integrity of the repertoire-preparation, evaluation and its correction as well as performance-based competence of structural components. The criteria and indicators for structural component's formation are being defined where control cuts are presented. The necessary diagnostic tools, represented by the pedagogical supervision methods and peer review as well as modified techniques, are used. The results of statistical measurements, performed during the conducting experiment, are given.

Keywords: *piano reliability, students of art faculties from pedagogical universities, control experiment, formation criteria and indices, control section, modified technique.*

Introduction. Current permanent optimization processes of piano training of music students and higher education from pedagogical institutions in Ukraine and China require constant approximation of the relevant methodological support, which is developed by scientists in the field of art education, to the real conditions of practical vocational training. That is why the research importance and methodological work, in particular, experimental activities, which ensures the inseparability of methodological support from the urgent educational student needs, is constantly growing. The direct connection of the indicated educational needs with the process of piano preparation can be provided only by the qualitative and quantitative monitoring carried out in real conditions of piano preparation of art faculties students from pedagogical universities. That is why the research and experimental work carried out at the Faculty of Arts named after Anatoly Avdievsky, devoted to the ascertainment of the real levels of piano skills formation, is relevant. After all, this research and experimental work has fulfilled its monitoring function to ensure a direct link between the developed methodology for the studied phenomenon formation with the educational goals, needs and interests of students.

Theoretical background of the research. Practitioner pianists such as G. Neuhaus, Y. Tsagarelli and B. Yavorsky insisted on the need for a close inseparable connection of any improving methods for the piano process with the direct piano skills in others. In particular, G. Neuhaus in his work «The art of piano playing. Notes of a teacher» repeatedly noted the need to practice performing skills directly during the current individual lessons and piano rehearsals. Chinese researcher Xu Weiwei, who works in the field of forming the stability of musical performance, notes that: «such methodological support is in great demand, which allows full, without significant losses, transfer of vocal training results from the classroom to the concert stage for the audience to open its creative potential, despite the stressors of situations» [6, p. 45]. Modern Ukrainian researchers who specialize in methodological support for the reliability of musical performance, including L. Kotova, D. Yunyk, T. Yunyk, etc., claim the dependence of performance methods developed in this field from their inseparability from the piano process preparation, which can be ensured only by carrying out the control measurements on real formation state of musical performance and its reliability.

The purpose of the article is to clarify, ascertain and highlight the existing levels of formation of piano skills and its reliability for future music teachers.

Research methods. For the calculations necessary to achieve this goal, methods of mathematical statistics, theoretical methods of analysis, comparison and generalization of statistical data obtained during control sections to determine the real state of formation of piano reliability of students were used. In particular, diagnosing the existing levels of formation of both components and the studied phenomenon as a whole, which was attended by 218 future teachers of music, was performed according to the method of statistical calculations proposed by S. Goncharenko on the basis of calculation formula [1]. Pedagogical tools for the implementation of control sections in accordance with certain criteria and indicators of the formation of the studied phenomenon integrated empirical methods of diagnostic questionnaires, oral and written interviews, methods of expert evaluation, pedagogical observation, a number of specially modified techniques such as «Diagnostics of self-diagnosis performance» [3].

Presenting main material. In order to clarify, ascertain and highlight the existing levels piano formation skills and its reliability for art faculties students from pedagogical universities, the ascertainment experiment was conducted in the circumstances of complete immersion in the educational environment of piano training of future music teachers. After carrying out the necessary organizational measures for the selection of respondents to participate in experimental work, modeling and modification of methodological and diagnostic tools, etc., a special «pilot survey» of music and pedagogical students was conducted to clarify, determine and analyze the real personal attitude of future music teachers and forming piano skills in them. The specificity of the proposed «pilot survey» was to receive targeted judgments from respondents about the significance or insignificance for them personally of the phenomenon under study.

For the «pilot survey», a questionnaire of five questions was specially designed, formulated in such a way that students expressed their own opinions, formulating both direct and indirect self-assessment judgments about the importance of piano reliability for them personally. In answering the questions of the diagnostic questionnaire, students had, in particular, to compare the level of their public piano playing in front of the audience with the level of playing during the usual lessons with the teacher or during independent piano lessons; to describe their own feelings before and during the stage performance in emotionally positive, emotionally negative and emotionally neutral contexts; to assess the impact strength of their own emotional state during piano performance; to assess and determine the degree of willpower concentration during a public speech; and, finally, to indicate how important or unimportant they consider joint work with the teacher, aimed at the reliability of piano performance, as well as to outline their own need for such work.

Statistical processing, analysis, comparison and systematization of self-assessment judgments obtained as a result of the diagnostic questionnaire allowed to state not only the importance of piano reliability formation problem for students of art faculties from pedagogical universities, but also that almost 81% of respondents suffer from it to some extent.

As a next step after the «pilot survey» a set of measures was taken to diagnose and determine the levels of repertoire-preparatory, assessment-correctional and performance-competence structural components of piano skills of music students and educational institutions. The phenomenon of piano skills was defined as the integrity of three integrated structural components - repertoire-preparatory, evaluation-correctional and performance-competence.

Pedagogical diagnosis of the formation of the repertoire-preparatory component related to studied phenomenon was carried out in accordance with the criterion «Measure of stability of reproduction of the interpretive concept for a musical work» both during current individual classes and during current and final certification, in particular, during modular control, tests, exams, academic concerts in the disciplines «Basic Instrument» and «Additional Instrument».

And the indicator of the formation of the repertoire-preparatory structural component was defined as «a manifestation of the ability to accurately preserve and reproduce musical material in accordance with the interpretive concept during a public performance». During the diagnosis, attention was focused not only on the exact textual reproduction of the musical material, but on the preservation of those timbre, dynamic, formative characteristics of the musical fabric, worked out in the process of piano preparation, which were determined during the interpretation development.

Diagnostic section of the indicator formation of the repertoire-preparatory component was carried out using methods of pedagogical observation, expert evaluation of the memorization accuracy and reproduction of the interpretive concept related to musical work, as well as by applying the comparing method and the accuracy of reproduction of the interpretive concept with public speeches. The diagnostic section showed that only 08,26% of students reached a high level of formation, 44,04% of respondents reached the average level, while 47,70% of respondents had a low level.

The second indicator of the formation of the repertoire-preparatory component was defined as «a manifestation of the ability to confidently master the elements of piano technique, which is required by the educational interpretation and pedagogical repertoire». In diagnosing this indicator, we relied on the fact that piano-technical rehearsal should take place exclusively in the context of the relevant timbre, dramaturgical-dynamic and form-forming requirements of the selected interpretation version.

The second indicator of the repertoire-preparatory component's formation was diagnosed on the basis of pedagogical observation methods, expert assessment of confident mastery of elements of piano technique, as well as using the method of comparing students' ability to perform elements of piano technique during individual lessons, rehearsals with public performances. Statistical calculations showed that only 06,42% of future music teachers were at a high level of formation, 36,70% of respondents were at an average level; and at low – 56,88%.

Scientific generalization of the results of both diagnostic sections, which characterize the criterion «Measure of stability of reproduction of the musical work interpretive concept» showed that at a high level of formation of the repertoire-preparatory component is directed at 07,34% of students, average is at 40,37%, and low is at 52, 29% of future music teachers. Pedagogical diagnosis of evaluation formation and correction component of the studied phenomenon was carried out in accordance with the criterion «Measure of ability to self-regulate the process of piano performance» during tests, exams, academic concerts in the disciplines «Basic Instrument» and «Additional Instrument» and during music in secondary schools conducted by trainee students.

The first indicator of evaluation formation and correction component was defined as «a manifestation of the ability to self-control during piano performance». The ability to self-control involves the activation of the auditory analyzer, which provides the performer's perception of the musical material by ear, starting from individual musical sounds and ending with the entire sound palette of the musical work as a whole. At the same time, the auditory analyzer contributes to the coordination of auditory analysis with the sensory-motor capabilities of the pianist [8].

To conduct control sections on this indicator, the method of pedagogical observation was used, as well as a modified method «Diagnosis of the ability to self-control during piano performance», which allowed to establish that a high level was acquired by 11,01% of respondents, the average level is at estimate of 39,45% students, 49,54% of respondents were at a low level.

The second indicator of the formation of the evaluation and correction component, outlined as «manifestation of the ability to self-correction of one's own piano performance», provided understanding of self-correction of a pianist-performer as a coordinator of current and final results of the performance process [5].The distribution of students to diagnose the formation of this indicator was carried out on the basis of the method of pedagogical observation during the current and final certification, during concerts, music lessons during pedagogical practice and more. The diagnostic section showed that a high level of formation is inherent in 09,17% of future music teachers, the average level was mastered by 37,61% of respondents and 53,21% of respondents is at a low level.

Scientific generalization of the results of both diagnostic sections on the formation of the evaluation and correction component by the criterion «Measure of ability to self-regulate the process of piano performance» showed that a high level of formation of this component is 10,09% of students, on average – 38,53%, while, as more than half of all respondents – 51,38% of respondents - were at a low level.

Pedagogical diagnosis of the formation of the performance-competence component of the studied phenomenon was carried out in accordance with the criterion «Degree of formation of experience of piano performance» both during «Industrial pedagogical practice in music» in art lessons in secondary schools and during examination sessions, concert activities of students, etc.

First formation indicator of the performance-competence component was defined as «the presence of adaptability to the permanent fluidity of stressors inherent in piano performance». Moreover, such adaptability, according to S. Honcharenko, is important precisely because it provides «… change the sensitivity of the senses», which occurs by their «adaptation… to changes in the strength of existing stimuli» [2, p. 16]. That is, adaptability makes it possible not only to gain executive experience in adapting to individual stressors, but also generates habituation to the very process of their sudden appearance and the same sudden disappearance. A control section on the diagnosis of this indicator was made using video and audio recording of personal performance by trainee students in music lessons of piano works, which took place during the artistic and pedagogical analysis of students and their works. These tools were also used to record students' performances at piano exams in the courses «Basic Instrument», «Additional Instrument», at piano competitions and festivals. A control section conducted with the video and audio help recording formation of this indicator at high levels was found in 06,42% of respondents, on average level - in 34,86% of respondents, and on low level was 58,72% of students.

The second formation indicator of the performance-competence component was defined as «a manifestation of artistry during piano performance». To establish the high, medium and low levels of this indicator, the means of video and audio recording of piano students' performance were also involved. This fixation took place in music lessons in secondary schools, in exams and during the courses «Basic Instrument» and «Special Instrument», which required public piano performance, as well as during competitions such as the professional competition of future music teachers «Best in the specialty», which is annually organized by the Faculty of Arts named after A. Avdievsky NPU named after MP Dragomanov. To diagnose the indicator formation, methods of expert assessment of artistic skills, which young performers discovered during public performances, were used. This methodological toolkit allowed to establish that 14,68% of respondents are at a high level of indicator formation, 37,61% of future music teachers are at an average level, and 47,70% of students are at a low level.

The generalized results on both indicators showed that the formation of the performance-competence component (criterion «Degree of formation experience of piano performance») is as follows: 10,55% of students are at a high level of this component formation, 36,24% of respondents are on average level and 53,21% of future music teachers are at a low level of formation.

Thus, determining the real state levels of repertoire-preparatory formation as well as evaluational, correctional and competence based structural components made it possible to identify the existing state of piano and its reliability formation in regards to art faculties students from pedagogical universities as a whole. Scientific generalization regarding the results of component-by-component diagnosis for formation levels of the studied phenomenon showed that 09,17% of participants in the observational experiment are at a high level of formation, 38,53% of respondents are at an average level, 52,29% are at a low level, which is more than half of all respondents.

Taking the above-mentioned information in consideration, it is advisable to draw the following conclusions: formation of the current statement about piano and its reliability in terms of art faculties student's skill from pedagogical universities is derived from significant predominance of formation of the studied phenomenon, which is (52,29%) outweighing the total (47,70%). The obtained results of statistical calculations confirm the urgent need to introduce a new method of forming the piano and its reliability in terms of skill for students of art faculties from pedagogical universities, which allowsto improve their piano training to purposefully improve the quality of public piano performance.

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SHAPING OF THE MOTIVATION TO LEARNING ACTIVITY OF A FUTURE MUSIC TEACHER: A PEDAGOGICAL TOOLKIT

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Annotation. *Shaping of the motivation to learning activity of a future music teacher: a pedagogical toolkit. The article reveals the essence of interrelation between effectiveness of educational activity of a future music teacher and further professional activity, outlines motives, interests and needs as motivational formations relating to the motivational sphere of a personality, and also presents modern interpretations of motivation as a psychological phenomenon. Author defines the pedagogical toolkit of motivation of future teachers of musical art to educational activity, identifies two main subgroups of the specified toolkit, which includes a subgroup of methods and techniques of interest stimulation, as well as methods, means and techniques of duty and responsibility stimulation. The article reveals the content and peculiarities of using methods and techniques of motivation in art education which are simultaneously serving to the development of sustainable interest to learning activities as well as permanent production of a range of needs to search for knowledge that are necessary in the learning process and acquisition of relevant skills. Article proves that the efficiency of application of pedagogical toolkit of motivation of artistic learning increases on the basis of integration of methods of artistic learning into it. The author postulates that integration of these methods provides positive emotional support of the learning activity process of the future teachers of music art and strengthens students' purposefulness in mastering systematic knowledge and skills during their professional training.*

Keywords: *motivation, interest, need, learning activity, future music art teacher, pedagogical tools, methods of motivation of artistic learning, integration.*

Introduction. The effectiveness of formation of motivation to learning activity for a future music teacher fully depends on the conscious attitude of students to the choice of their own profession and understanding of the close relationship between the results of their learning activity and professionalism in the chosen field. The specified interrelation between the results of educational activity of future music teacher with subsequent motivated professional activity, requires analysis of the whole motivational sphere, including various motives, interests, goals, etc. The essence of the above-mentioned interrelation can be defined as follows: the thought process, determined by an appropriate motive, which is related to the implementation of professional activity, offers to the future music teacher the object of cognition, thus conditioning a certain emotional accompaniment. L. Vygotsky and N. Gustyakov have argued that even the thought process has its origin "...in the motivating sphere of our consciousness, which includes our drives and needs, our interests and drives, our affects and emotions. Behind thought is an affective and volitional tendency" [2, 23].

Analysis of recent research and publications. The problem of personality motivation has interested many psychologists, among them L. Bozhovich, J. Godefroy, V. Ilyin M. Magomedov-Elinov, K. Madsen, A. Maslow, L. Molyako, K. Platonov, A. Prangishvili, etc. The modern interpretation of motivation encompasses different sides of this phenomenon. K. Madsen and J. Godefroy define motivation as a set of factors supporting and directing a particular behavior, V. Ilyin - as a "dynamic process of motive formation", K. Platonov - as "a set of motives", M. Magomedov-Elinov - as "process of mental regulation of particular activity"[4,65]. In the opinion of researchers, motivation carries out unification of stimuli, directing and value-meaning bases of activity, and activity in its turn influences motivation, generating certain motives and changing them. L. Bozhovich defines motivation as the main factor for which an activity is performed [1].

The problem of activating students' motivation for learning activities has been the subject of many scientific studies created in the field of music pedagogy and education. A. Burskaya, I. Glazunova, I. Grinchuk, A. Kozyr, N. Mozgaleva, G. Padalka, A. Horuza, A. Shelokova and others joined different aspects of this problemat. In particular, N. Mozgaleva considers motivation to be an important driver of human activity, as well as a factor regulating personal behavior [6].

The aim of the article is to identify, reveal the content and peculiarities of the application of pedagogical tools to motivate future teachers of musical art to learning activities in the process of professional training, in particular methods, means and techniques to stimulate interest, as well as methods, means and techniques to stimulate duty and responsibility.

Statement of basic material. In order to form motivation to learning activity in future teachers of musical art the group of methods of motivation of artistic learning is the most effective pedagogical toolkit, which contains in its content two main subgroups: a subgroup of methods to stimulate interest and a subgroup of methods to stimulate duty and responsibility [14], [7]. Since the motivation of a personality of a future teacher of music art to learning activity is based on the set of such interrelated motivational formations as cognitive interests and needs, it is appropriate to apply such methods, means and techniques of motivation to the art education that serve to develop sustainable interest to learning activity as well as permanent production of the complex of needs in search of necessary knowledge in the learning process and acquisition of relevant skills.

The method of staging musical works from the subgroup of interest stimulation methods, which can be applied at individual lessons on the courses "Main instrument", "Additional instrument", "Choral conducting", "Vocal staging" etc., has been proven as a very effective for specificity of art education of future music art teachers. This method does not only promote the interest of future teachers of music in studying the educational and pedagogical repertoire on the above courses, but also reveals the characteristic features of the content and the artistic image of the musical works, which is necessary for creating a coherent interpretation.

Another effective method of stimulating interest in learning activities is the method of educational discussion. In particular, it is expedient to offer discussion topics covering a range of questions concerning the relationship between the level of success of professional training and the level of professional competence of a future music teacher, such as "Piano training as a basis for effective musical and educational activities of a music teacher". Also good results of stimulating cognitive interest in learning activities are demonstrated by the method of cognitive game, which can be involved in various forms like musical quiz, crossword puzzle, crossword, etc.

The second subgroup of methods of motivation of artistic learning, which includes methods of stimulating duty and responsibility, also plays a significant role in developing students' motivation for learning activities. In particular, the method of explaining the significance of acquiring systematic knowledge in the field of music pedagogy and education, methodology of piano playing, etc., is used for individual work with students. Clarification of the goals of assimilation of certain groups of knowledge makes this method to an effective tool in the formation of motivation for learning activities.

The method of presenting learning requirements, control and the subset of methods of duty and responsibility stimulation are involved in the process of motivating students to learning activities on the basis of developed criteria of knowledge assessment by means of rating scores. Methods of encouragement to learning activities, and in particular, the method of verbal approval, the method of rating ranking of students' progress, the method of recommendation to participate in student competitions, music contests, festivals and concert events are expedient to apply in order to support positive emotional accompaniment of students' learning activities, which is very important for formation of appropriate motivation.

The above-mentioned pedagogical tools to stimulate students' interest in learning activities, when merged with demonstration methods, and an approach of independent choice of a musical piece, as well as methods of aural and mental contemplation and artistic correction, contribute simultaneously to the production of appropriate cognitive and artistic and aesthetic needs [9], [10], [11].

As the training activity of the future music art teacher provides for the compulsory participation of students of institutes and faculties of arts of pedagogical universities in public concert events, it is appropriate to involve the technique of expanding of the artistic experience. In the process of preparation for the performance, students actualize the experiences associated with the perception and performance of a musical work. By emphasizing emotionally appealing moments of preparation and disclosure of the learning activity results, the teacher activates the student's need to experience these moments more often, which stimulates a sustained motivation for musical and performing activity. Concert activities, positively evaluated by the teacher, play a significant role in the need for further performance of musical works.

It is very important for the formation of motivation of learning activity among the students of art institutes and faculties of pedagogical universities that the future music teachers realize the necessity and expediency of application of the acquired knowledge and skills in professional activity. Such awareness can be achieved by means of the above-mentioned method of explaining the significance of acquiring the relevant knowledge. After all, explanation of the significance of learning activities is "... a method of stimulating learning and cognitive activity ... in order to clarify the goals, both personal and social" [7, p. 318].

The specifics of this method application lies in the combination with the technique of creating a situation of relevance that students have to solve on their own. In the pedagogical toolkit for the formation of motivation to learning activity of future teachers of music art it is advisable to include also binary verbal-problem methods, in particular, in the lecture course "Methods of music education", as well as theoretical methods of analysis, synthesis, comparison, generalization, abstraction, classification, etc., which are identical to the corresponding thought operations.

Students' independent work should be organized in such a way as to strengthen their motivation for successful implementation of learning activities [13]. For example, very effective for the formation of the specified motivation is the integration of the above theoretical methods of analysis, synthesis, classification, abstraction and generalization with discussion elements laid down in the requirements for independent work. Another good example is the creation of written annotations to vocal and choral works, written projects. interpretation concept of piano works, etc.

Effective for formation of motivation to learning activities for future music teachers are also methods aimed at formation of students' intellectual baggage in the field of musical-pedagogical and art history, musical-theoretical knowledge, in particular, trainings, methods of problem-reflexive polylogue and independent formulation of conclusions, methods of self-control and self-assessment.

The control methods belonging to the subgroup of duty and responsibility stimulation methods as a very effective segment of pedagogical toolkit for formation of students' motivation to learning activities provide the following control measures: current thematic questioning, oral express-assessment, intermediate written assessment, interim and final certification.

Conclusions. It is worth noting that for the formation of motivation to learning activity for future teachers of musical art, the most effective pedagogical toolkit is the group of methods for motivating artistic learning, which contains in its content two main subgroups: a subgroup of methods to stimulate interest and a subgroup of methods to stimulate duty and responsibility. This pedagogical toolkit includes methods of staging musical works, educational discussion, cognitive game, explanation of the importance of acquiring systematic knowledge in the field of music pedagogy and education, methods of imposing learning requirements, encouragement of learning activities, sranking based on the rating of student performance, recommendations for participation in student competitions, music contests and festivals, control methods, as well as methods of independent choice of musical work, expansion of the art of the student's creative work.

The effectiveness of pedagogical tools for motivation of art studies is improved by integrating into them such methods of art education as: demonstration methods, methods of auditory and mental contemplation and art exercises, binary verbal-problem methods, theoretical methods of analysis, synthesis, comparison, abstraction, classification etc., as well as training, methods of problem-solving and self-presentation of findings, methods of self-cognition, etc.

Integration of these methods provides positive emotional accompaniment to the process of learning activities of future teachers of musical art, which contributes to a favorable atmosphere within this process, as well as strengthens the purposefulness of students to master systematic knowledge and skills during professional training.

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COMPONENT-FUNCTIONAL MODEL OF INTERCULTURAL COMMUNICATION OF A FUTURE MUSIC TEACHER

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Annotation. *The article actualizes the issue of preparing future teachers, including music teachers, to work in multicultural environment. Preparation of future music teachers to work in multicultural environment is understood as the process of experience gaining based on knowledge, skills and techniques that constitute a professional intercultural competence. The component-functional model of preparation of this phenomenon covers cognitive and operational, praxeological and creative, motivational and value-oriented.*
Keywords: *intercultural education, intercultural environment, music teacher, intercultural competence, intercultural communication.*

Introduction. The draft concept of the state purpose-oriented national and cultural program of support of the culture and arts for 2011-2015 and other guiding documents emphasize the relevance of use of the arts in solving the problems of the national and international policy. In this context the problem of formation of experience of intercultural communication takes on increasing. Currently the intercultural communication as the phenomenon of the global world becomes the important subject of development of new conceptual approaches to the solution of the pedagogical national and state problems of many countries across the world that is evidenced in the studies of the scientific workers such as A. Arakelian, O. Griva, T. Poshtariova, J. Banks, G. Gay, M. Craft, C. Sleeter, L. Huseinova, A. Lendiel-Syarkevich, Sai Do Chi, Tak Tian, Cao Yang and others.

Main part. Despite the growing interest in the range of problems of intercultural communication in the musical and pedagogical theory and practice there are still contradictions between: generalized provisions of intercultural communication theory of music teacher and absence of generalized provisions related to demonstration of his/her competence under the conditions of multicultural environment; rate of appearance of intercultural educational systems and slow rates of their methodological support; modern trends related to the intercultural communication of music teacher and their restricted application in professional training of students of the faculties of arts of teachers universities.

The methodological and theoretical foundations of the study of the problems of gaining experience of intercultural communication by the future teachers of musical arts are the conceptual provisions of: philosophy of education (V. Andruschenko, B. Gershunskiy, V. Lutay), humanistic educational science in the context of multiculturalism (I. Beh, Chi Yanghui, O. Sukhomlinskaya, V. Shulgina, Tian Li, Cao Yang, Chung Chu Yu etc.). In the view of scientists the formation of tolerance, ability to exchange the spiritual values and interaction skills complies with the principles of humanity and democratism, which should be combined with the tasks of national education.

On the basis of retrospective analysis of contributions of the above mentioned scientists we have found that the communication is the social process of information transfer and exchange of ideas and feelings between the people in the different spheres of creativity and the process of establishment of contacts between the interaction subjects by means of development of general idea of transferred and received information. The communicativeness is the ability to communicate and exchange the information.

The communication phenomenon has the special load in the music and teacher education because of the fact that the ability to communicate and transfer the artistic information is the valuable acquisition of the future music teacher and the communicative relations that permeate the artistic and educational process determine the communication with the artistic images of the arts.

The modern researcher O. Griva considers "the complex of issues related to the different aspects of intercultural communication". They stand before Ukraine in connection with its integration into the European and global cultural space, including the educational space. "The preservation and development of global progress, possibility of further use of wealth of the European and global culture and education depend directly on the ability of the Ukrainian youth to be tolerant and effective in the multicultural space", – the author writes [2, 4].

According to the concept of J. Banks there are three main approaches to the formation of intercultural environment of interaction in the teaching and educational process and namely:

- content approach, which includes the introduction of amendments to the education plan in accordance with the requirements of intercultural dialogue;
- achievement approach, which provides for the formation of the pedagogical strategy system for the purpose of improvement of academic results of students – representatives of different cultural layers;
- intergroup educational approach, the purpose of which is to help all students to develop the positive attitude towards the people of different genders, races and ethnic and cultural traditions [1].

J. Banks is of the opinion that the role of the teacher involves not so much the transfer of knowledge and skills and abilities as the arrangement of the corresponding education environment, in which the student, intensifying his/her own potential, learns to use the corresponding learning technology [1, 29]. In the view of the scientist the teacher is obliged to have the certain competency based potential, which gives the possibility to create conditions of interaction of cultures by increasing the volume of perceived values.

In the context of solving the issue related to the function of music teacher in the intercultural environment of the university the study of A. Lendiel-Syarkevich has gained our attention [6]. The author defines the following functions of preparation of the future music teachers for the intercultural dialogue and namely: peace-making, governing, culture-preserving, psychological, educational, creating, felicitological and communicative-organizational. On the basis of the indicated study we have identified a set of functions of the experience of intercultural communication: culture-preserving; creating; communicative. It is our opinion that the cultural and dialogic orientation of the activity of teacher of musical arts supposes the formation of his/her professional attributes such as: mental flexibility (ability to adapt to the changing conditions of pedagogical interaction); ability to get on well with people (ability to construct the dialogue with the representatives of other cultures); cooperativeness (sociability of teacher and his/her readiness to any forms of intercultural interaction); empathy (ability to respond emotionally to the problems of other subject of interaction with the arts); tolerance (ability to perceive and respect the opinions and dogmata of the "Other") [6].

Therefore the intercultural communication is the interaction of the cultures of two subjects or the individual with the group (the group with the group), as a result of which the adaption of values-based orientations of one individual to the values-based orientations and norms of behavior of other individual takes place. In the process of communication not only the exchange of messages from one participant to the other participant takes place, but also the satisfaction (dissatisfaction) with the received results of the process of such interaction by means of comparison with the results expected at the moment of commencement of communication. If the values-based orientations of the individual characterize his/her culture any communication between the people may be attributed to the dialogue of cultures [7]. Within the framework of the dialogue of cultures the problems of formation of new methodology of combination of the universal human values with the value systems being specific for each culture and each individual as the representative of the certain culture are actualized.

The task of the higher artistic education is the formation of "man of culture", who is able to interact in the context of different cultures. Exactly at the intersection of different cultures the development of intellectual, moral and ethical patterns of behavior and activity, which the individual absorbs and which transform into the unique individual pattern of his/her own world, takes place. Therein the intercultural context is responsible for the meeting of personal meanings and new formations in the individual field of both parties, which interact, and provides for the creation of new meaning by them and is the mandatory condition of specialness and uniqueness of personality development.

The experience of intercultural communication lays groundwork for adaptation of the future music teacher to fast changing conditions of life and expands opportunities of his/her self-realization in the space of the dialogue of cultures.

We interpret the experience of intercultural communication as the integrated quality (integral personal entity of prolonged nature), which determines the vector of orientation of the future music teacher to the value-based self-determination and interaction with the personal meanings of representatives of other cultures and characterizes his/her ability to the value-based intercultural interaction and creative realization within the framework of artistic and communication activity of intercultural context.

The formation of the general idea in the process of the intercultural dialogue between the participants of different kinds of artistic activities promotes their mutual enrichment and development. The intercultural communication in the form of artistic polylogue gives to the interaction between the pedagogical process participants the multilateral nature of mutual transformation and gives the possibility to take the variety of views that creates the variable vision of art value world and other cultures. In case of use of such approach the intercultural interaction between the participants of artistic and educational process acquires the features of binary and polynary of interaction and involves the identification of artistic positions and preservation of subjective position of each participant of cultural interaction.

The experience of intercultural communication is based on the values-based attitude of the future music teacher toward this phenomenon (motivationally-oriented component), knowledge of its content and structure (cognitive component), experience of its manifestation in the different standard and abnormal situation of interaction between the representatives of different cultures (emotionally- estimative component), ability to emotional-volitional regulation of the communication process and demonstration of communicative competence in the process of interaction with the representatives of other cultures (intercultural communication strategy) - praxeologically–co-creative component. The motivationally-oriented component characterizes the personal need of the future music teacher for the implementation of intercultural communication. The motivationally-oriented criterion provides the determination of motivational orientation degree of students related to the establishment of constructive intercultural dialogue with the representatives of other cultures. Its indicators: formedness of motivational sphere of personality of the future music teacher related to learning of cultural experience with the representatives of other cultures of the Other; understanding of significance of gaining experience of intercultural communication. The cognitive component gains experience of the future music teacher in the implementation of intercultural communication. The cognitive-reflexive criterion determines the degree of knowledge of the certain social and communication skills in the various (standard and abnormal) situations of artistic interaction with the representatives of other cultures. Its indicators: ability to reflect own activity and behavior in the process of intercultural dialogue; ability for communicative mobility in the process of intercultural communication related to the arts. The emotionally- estimative component determines the positive attitude of student toward the intercultural interaction supported by the personally significant values and the ability for the cultural identification with the inner world of the “Other”. The emotionally-estimative criterion is focused on the determination of degree of commitment of the future music teacher to the intellectual and emotional participation in the artistic and cultural experience of the Other. Its indicators: adequacy of the values-based attitude toward the cultural interaction establishment; ability to plan, evaluate and implement the intercultural artistic dialogue. The praxeologically–co-creative component absorbs the experience of practical intercultural communication related to the arts and the ability for self-expression and self-realization in the process of co-creation with the representatives of other cultures. The praxeologically–co-creative criterion determines the degree of formedness of ability for establishment of tolerant strategy of creative interaction and the degree of ability for cultural identification in the process of artistic communication with the representatives of other culture. Its indicators: ability for artistic – creative operation of communicative thesaurus in the process of intercultural communication; ability to establish the equitable artistically- esthetic polylogue of cross-cultural context.

Conclusions. Consequently, we consider the preparation of the teacher of musical arts for the work under the conditions of intercultural environment as the process of gaining experience based on the knowledge, skills and abilities. This phenomenon absorbs the professional multicultural competence of students of the faculties of arts of the teachers universities established by the requirements of the dialogue of cultures of different ethnic groups within the framework of the national state policy. In the process of professional education of the future music teacher the intercultural communication environment is the circumstances of educational process, which arise objectively and determine the purposeful establishment of intercultural dialogue, atmosphere of mutual support and respectfulness between the representatives of different national cultures in the process of their artistic and creative interaction.

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PHILOSOPHY AND THEOLOGY

PRACTICAL MODELS OF SOCIALLY RELEVANT ACTIVITIES OF THE CLERGY OF THE ORTHODOX CHURCH OF UKRAINE UNDER THE CONDITIONS OF PANDEMIC COVID-19 (BY THE EXAMPLE OF THE WESTERN REGION OF THE COUNTRY)

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Annotation. *The influence of the pandemic COVID-19 on church-religious life and state of public consciousness in Ukraine is considered, and the basic tendencies and contradictions of public reaction to pandemic threats are reviewed. The main focus is on the Orthodox Church of Ukraine and its practical actions to prevent this dangerous infection. In order to study the views on the specifics of parish life and the role of the pastor in the conditions of the coronavirus pandemic, a detailed survey among the clergymen of the same denomination was carried out by questionnaire. The material has been processed within the framework of the project "Social Functionality of Religion in Conditions of Extreme Peril: Ideological-Theoretical and Practical Dimensions" under the state registration number: 0121U109446.*

Keywords: *pandemic, social consciousness, psycho-emotional state, risks, restrictive measures, worship services, functionality of the Church, communication.*

Introduction. Today the Church, as well as all Ukrainian society and the world, are facing the extraordinary and challenging phenomenon of a new coronavirus pandemic. At the same time, no one can deny the fact that the COVID-19 pandemic has had a major upsurge, significantly affecting, without exaggeration, world politics, economics and, in particular, the religious community in the fullness of its confessional diversity. Indeed, many churches and denominations today face direct restrictions on their own activities. It is well known that these restrictions are specific to each country and are characterized by varying degrees of flexibility depending on the current situation. It is also quite understandable that the reaction of confessions to the relevant bans is also ambiguous and varies from understanding and cooperation with the authorities to acts of defiance and deliberate braking of the quarantine regime. It is therefore clear that the spread of the pneumotropic virus has prompted responsible religious organizations to implement new forms of communication with their followers on a large scale. And the trend today has become communication between church institutions and believers and the latter among themselves through online technologies. After all, the current pandemic has presented the world's largest churches with a difficult dilemma – to care about the health of believers or to remain faithful to established traditions in spite of everything.

The work aims to investigate comprehensively the practical models of socially significant activity of clergy of the Orthodox Church of Ukraine (hereinafter - OCU) and study their views on the specifics of parish life and the role of the pastor in the pandemic COVID-19. To achieve this goal we need to solve several problems: to illuminate the nature and characteristics of church-religious life of our country in the pandemic; to analyze the specific activities of the Orthodox Church of Ukraine (OCU) in the context of the coronavirus pandemic and show its significant role in preventing the spread of a dangerous infection; on the basis of the results of the survey, reveal the practical features of the parishes, the nature of psycho-emotional state of believers, the level of volunteer activity of the parishioners, attitudes towards vaccination, etc. in the context of the restrictive anti-epidemic measures imposed by state structures in order to prevent the spread of coronavirus disease - through the eyes of a clergyman.

Problem and methodology. The COVID-19 pandemic has certainly been a major challenge not only for Ukrainian society, but also for all of humanity. Since the detection of this dangerous disease and the implementation of quarantine, we have begun to live under completely new conditions. In other words, we have been viewing the world from the perspective of new realities that are often perceived solely through the prism of large-scale threats. At the same time, changes are taking place both on the level of the individual psyche and on the macro-social level. Therefore, we must finally realize that future radical changes for the world are projected, completely new scientific approaches, completely different means of production and means of communication and so on are being formed. And these shifts, let us emphasize, encompass not only the material sphere, but also, above all, the spiritual sphere. It is quite obvious that research in various fields on the problem of the COVID-19 pandemic is being actualized today, since this issue is, indeed, the most exciting one. The world community is discussing this issue. However, the source base of the research in this area is mainly the results of the questionnaire survey among the clergymen, which allowed us to trace concretely the specifics of parish life and to clarify the role of the pastor in the context of a dangerous infection. Also, a significant set of sources of information on the problem under study is contained in the practical decisions of the meetings of the Holy Synod of the OCU [11-13].

The general ideological basis for the study were the works, reports and interviews of leading Ukrainian experts – theologians, religious scholars, psychologists, journalists, in particular: Blessed Epiphany (Dumenko) [4], Archbishop Evstratiy (Zoria) [16], D. Barcar [1], J. Gallagher [2], I. Gorokholinska [3], A. Kyrylenko [6], N. Konstantynova [7], M. Liskovych [8], L. Naugolnyk [9], L. Samokhvalova [16], M. Sliusarevsky [17], A. Khudyakova [18], etc.

Analyzing the status of the spread and ways of effective prevention of coronavirus infection in the context of church-religious realities, the basic general logical methods (induction, deduction, analysis, synthesis, analogy, idealization, etc.) were used. Therefore, in methodological terms, the key theological approaches, as well as the religious principles of research are of fundamental importance. Meanwhile, the element of scientific novelty lies in the implementation of an attempt to study the religious situation on the example of the western region of the country in conditions of the spread of dangerous coronavirus infection. In particular, for the first time, the opinions of clergymen of the OCU on the specifics of parish life, the role and mission of the pastor in the conditions of the COVID-19 pandemic were studied in a comprehensive way.

The suggested study is a part of a set of planned research, conceptually correlated with the themes of scientific-theoretical and practical tasks solved by a team of young scientists from the Yuriy Fedkovych Chernivtsi National University as a part of the research project “Social functionality of religion in conditions of large-scale dangers: ideological, theoretical and practical dimensions”.

Results. The study of the nature and peculiarities of church-religious life under the COVID-19 pandemic allows us to state that the Church as a social institution is constantly included in the public space, taking an active position in the search for effective models to solve the pressing problems. It is clear that a special role in this aspect is focused primarily on the state power of the country as the supreme force in society. After all, it is important to realize that it is in the conditions of great unpredictability that people must feel and see the power not only strong, but also decisive and professional in making important decisions. However, the role of the Church, as one of the authoritative segments of Ukrainian society, becomes more evident today. Its influence on human consciousness is indeed of great theoretical as well as practical importance, expressed in society as a peculiar and effective marker of communicative capacity, and along with it, a great interest in direct and active participation in social life, the establishment of the Ukrainian state based on the rule of law and the development of civil society. Therefore, in religious and political circles the church, as a social institution, is increasingly called one of the main participants in addressing a number of problems of social development, which, of course, can’t but have an impact on the national level. Indeed, according to a sociological study by the Razumkov Center (March 2021), the Church continues to hold one of the leading positions among social and political institutions (along with the UAF – 70,0% and volunteer organizations – 65,0%), and it is 64,0% of respondents [10].

An important message today is that many denominations are trying to respond positively to the calls of the Ukrainian authorities to fight the coronavirus pandemic, since all the restrictions imposed have directly affected religious life as well. Here it is especially worth mentioning the Orthodox Church of Ukraine, the Ukrainian Greek Catholic Church, the Roman Catholic Church in Ukraine and some Protestant denominations, which indeed demonstrate a high level of social responsibility under quarantine, first and foremost by complying with the relevant recommendations. It is clear that the purpose of such restrictions is to exclude mass gatherings of people, which is a direct consequence of the practice of worship in religious organizations. And the strictness of quarantine measures was conditioned by a number of factors: the number of patients, the rate of spread of the coronavirus, the religiosity of the population, the approach of major religious fests, the political regime, the experience of other countries, the WHO recommendations, etc. It is true that we can see, unfortunately, the other side here as well – when church institutions, in particular the representatives of the Moscow

Patriarchate in Ukraine (ROC in Ukraine), for one reason or another, often act as the main factor in braking the established quarantine norms, and this, of course, negatively affects the consciousness and psychological state of citizens. After all, in some regions some clergymen of this confession have nevertheless shown understanding in this situation of responsibility for their faithful and have treated the imposed restrictions loyally. We can therefore state that despite the generally satisfactory state of public consciousness, there is a clear polarization of public reactions to the pandemic. Part of the public has taken the epidemiological threat very seriously, feeling intensely worried about their own health and that of their loved ones. Another part, on the contrary, categorically denies and ignores the danger, sometimes deliberately exposing themselves and others to the risk of falling ill. It is therefore clear that both polarization itself and both extreme forms of response to the coronavirus epidemic may create some difficulties in the renewal of economic, social and political activity of the population in the long run [17].

Meanwhile, despite the significant role of many confessions in Ukraine to combat the dangerous coronavirus disease, the main focus of our research will be the activities of the OCU, which from the very beginning of the spread of COVID-19 tried to take all necessary measures to suspend this infection, and along with this, responded to almost all appeals of the relevant state authorities. Moreover, the decisions of the Holy Synod of the OCU, chaired by His Beatitude Epiphanius, Metropolitan of Kyiv and All the Ukraine, made by remote communication (teleconference), show this. Here are some of them: "On additional measures due to the ongoing pandemic of a particularly dangerous coronavirus disease (COVID-19), the introduction by the state, government and local authorities in Ukraine of new reinforced restrictions on freedom of assembly, movement, significant restriction or termination of public transport and other quarantine restrictions" of 24 March 2020 [13] and 9 April 2020 [12], and "Practical guidelines in relation to the pandemic of COVID-19 coronavirus disease supplemented by the decision of the Holy Synod of 24 March 2020 and 9 April 2020" [11] etc.

Each of the practical instructions that follow consists of appropriate clauses in which, among other things, the Synod calls for legal regulations, ordinances and quarantine restrictions to be observed and implemented by the state, local governments and health authorities, as well as instructions to avoid both ignoring real dangers and expressions of panic. In any case, one of the main and most problematic issues is the adoption of the format of divine services, something that was particularly emphasized during the first wave of the pandemic. With this in mind, the reasoning of Archbishop Eustratius (Zoria), who, commenting on the practical instructions adopted, is pertinent here: "Regarding the conduct of divine services, according to the decisions taken by the government, the Church adheres to a limit of up to ten people at a time, with respect to distance (this applies to funerals and baptisms). Accordingly, wherever services are held, wherever communal prayers are held, such a norm will be observed. Otherwise, the temples are open for private prayer. At the same time, we call upon our vulnerable groups to observe the quarantine as much as possible and stay at home. Primarily, this applies to the elderly, as well as those who have recently returned from abroad <...> so that the faithful who remain at home on self-isolation and have the opportunity to join the service, many parishes, temples organize broadcasts through social networks, YouTube, Facebook" [8]. Along with this, citing the experience of other local Orthodox churches, the OCU also recommended the use of disinfectants to keep icons and other shrines clean. "At the time of the pandemic, especially in the presence of increased danger in specific localities," it is noted in the decisions adopted, "a sufficient manifestation of respect for the holy things (the Cross, icons, holy relics) can be worship / bowing before them, without kissing" [11, 13].

In addition, we know that the OCU, caring for the physical and spiritual health of people, in this context constantly monitors the situation in the country, sending appropriate messages to the flock and through sermons and instructions during the Divine Services, electronic platforms of information distribution, frequent video messages, printed publications, in particular the newspaper "My Church" and the magazine "Local Church", production of informational products (banners, stands, booklets), etc. All this (adopted practical instructions, information platform, etc.) is clearly highlighted in the official speech of the Primate of the OCU during the Council of Bishops on 15 December 2020. His Beatitude Epiphanius noted in particular that: "Thanks to these balanced and responsible decisions, we have been able both to avoid the mass spread of the disease among the clergy and the faithful, which occurred in those religious communities that initially underestimated the extent and seriousness of the threat, and to avoid a complete halt to the performance of services and the closure of churches. In a dialogue with the state, sometimes very difficult, we were able to find compromise solutions which ensured the continuity of divine services. Also, by using the ancient traditional practice of presenting Eucharist and by restricting the forms of veneration of relics and sacred images, we were able to largely ease the tension around the topic of the spread of infection in churches. I am convinced that in the current circumstances we, as a Church, have managed to maintain a 'golden mean', to demonstrate a responsible attitude to the challenges" [4].

It is important to say that today, this defining component of a number of constructive decisions taken by the OCU does indeed play a crucial role and continues to be an effective means of countering the coronavirus infection and preserving the proper psychological and emotional state in society in general and among its believers in particular. And this, indeed, is extremely important in such unforeseen situations. By the way, M. Slusarevsky stresses this point and makes serious reservations in his study, stating that today "Psycho-emotional stress in society, caused by although moderate but prolonged stress, tends to accumulate and therefore can cause the deployment of delayed maladaptive reactions to the pandemic and entail a set of undesirable medical, social and economic risks. <...> The source of stress is increasingly shifting from cause to effect. Already, for Ukrainians the main source of stress is not the disease itself, but the sheer uncertainty and doubt about their own economic future" [17].

In light of the above, in order to study the views of the clergy of the OCU, proper on the specifics of parish life and the role of the pastor under the COVID-19 pandemic, we were able to conduct a detailed survey (by polling on the Google forms platform) among the clergy of the western region of Ukraine. Here it is important that from the total number of clergymen involved in the survey, 269 respondents (11.9%) took part, fully meeting the generally accepted norms for the minimum percentage, in the following age groups: under 25 years old – 7,8% of clergy, from 26 to 35 – 30,5%, from 36 to 45 – 37,2%, from 46 to 55 – 17,5% and 7,1%, 60+. In addition, the survey was conducted, in particular, in the following regions of Ukraine and dioceses of OCU: Volyn, which amounts to 14,1% of respondents (eparchy: Volyn, Volodymyr-Volynsky), Zakarpattia – 3,7% (eparchy: Zakarpattia; Mukachivsko-Karpattia), Ivano-Frankivsk – 14,1% (eparchy of Ivano-Frankivsk-Halytsky; Ivano-Frankivsk), Lviv – 27,1% (eparchy: Lviv-Sokal; Lviv; Drohobych-Sambyr), Rivne – 13,8% (eparchy: Rivne, Rivne-Volynsky), Ternopil – 19,7% (eparchy: Ternopil; Ternopil-Buchatsky, Ternopil-Terebovlia) and Chernivtsi – 7,4% (eparchy: Chernivtsi; Chernivtsi-Kitsman; Chernivtsi-Khotyn).

It is known that a significant number of people have nowadays contracted the coronavirus disease, having provided themselves for some time with what some experts claim is an acquired immunity. However, this by no means provides anyone with a complete guarantee against a recurrence of the disease. Moreover, individual cases of reinfection, even after inoculation with the appropriate vaccine, have frequently been observed, completely refuting the thesis – "COVID-19 is only contracted once". Important to us in this context is the explanation of University of East Anglia Professor of Medicine Paul Hunter, who states that: "The question is not whether immunity is produced in you, but how long it lasts. And it almost certainly won't last a lifetime. Based on experience with antibodies in SARS [severe acute respiratory syndrome – I.L.], immunity will last for a year or two, but we probably don't know that yet" [2]. So herein lies the need to find effective mechanisms and effective methods to control Coronavirus infection, as it is not yet known for us how long this pandemic will last.

Meanwhile, according to our survey, one in seven respondents (40,1%) had already had COVID-19 with confirmation of a positive PCR-based test. Another group of respondents, which is 29,7%, suggest that they had not known about their incidence of coronavirus infection. It is true that this should include those who had some form of mild infection, probably COVID-19, but this has not been officially confirmed. Just as telling is the percentage of clergy (30,1%) who are convinced they have never had the virus. For cases of particularly dangerous coronavirus for parishioners, the situation is somewhat different and more pronounced: 69,9% of clergy claim to have been exposed to a particularly dangerous coronavirus disease in their parishioners. For 21,6% of those surveyed, such information is unknown, and only 8,6% are convinced that no cases of COVID-19 have been reported in their parish.

Quarantine: survival and adaptation. Analyzing the question about the ways of using quarantine measures by clergymen during worship services, it should be emphasized that the vast majority of respondents adhere to the recommended preventive measures both at the national level and in the recommended norms of the OCU. Thus, 58,0% state that they conduct worship services without limiting the number of worshippers, but wearing protective masks with appropriate social distance between people and frequent hand disinfection. Therefore, 13,0% of respondents state that quarantine restrictions on the number of people present in the church are applied. At the same time, holding divine services in the churchyard, as well as without quarantine, is 9,7%. Significantly fewer (3,0%) insist on conducting divine services entirely remotely, and 1,9% insist only for those wishing to confess and receive communion. Less than 1,0% point to the use of quartz lamps before the divine service, the prohibition of kissing the Cross, the Gospel, icons, the airing of the temple premises, and the like. In general, as we can see, the situation is controlled, protecting to a greater or lesser extent against serious health risks. It is true, here we should pay attention to the following reasoning of His Beatitude Epiphanius, Primate of the OCU: "We again address and urge our faithful to be wise and responsible, to observe quarantine, especially those populations that fall into the risk group. They need to be more responsible with their health conditions. And the Church will do all it can to meet the spiritual needs of our faithful, sometimes even without direct communication. For modern means of communication make it possible to do so" [5]. We can therefore now state that, if the necessary condition guidelines are applied correctly, there is no serious reason to adopt a generalized restriction on holding regular divine services.

On this ground, it is important to have reliable information about the coronavirus and its spread and, accordingly, effective means of prevention, acting in case signs of the disease are detected, in order to effectively counter the danger. In this context, it is important to know the answers given in relation to the restrictive anti-epidemic measures established by public authorities to prevent the spread of coronavirus disease. Thus, while 58,0% of respondents stated a positive attitude towards this type of restriction, 14,1% had a negative perception of such actions by state structures. However, 27,9% of respondents found it difficult to give a clear answer to the question posed. The last two percentages, in our opinion, indicate the creation of an artificial crisis of public health security at the beginning of the spread of the coronavirus disease, which emerged against the background of a crisis of dialogue between the authorities and the civil society. According to human rights defenders, "it is a lack of communication, a lack of civil society involvement, a lack of implementation of human rights. Some of the issues we observed in the country also show the approach to security in response to the pandemic, as well as attempts to build a dialogue between the authorities and the people. In some places it was impossible to get the necessary information from the authorities and judges. There were also abuses by law enforcement officials" [1].

Quite important in the context of our study is also the percentage of meetings-conversations with parishioners on prevention, the state of implementation of organizational and practical measures in relation to the spread of COVID-19. The largest number of respondents (37,2%) answered that they noted this after every Sunday worship service. This, incidentally, is a very important signal, because, firstly, it helps keep the situation under control, and secondly, it encourages responsibility, making it more likely that the established security norms will be adhered to. 23,0% of the priests claim that they do not give thematic talks, but certain aspects of counteracting the spread of the infection, including coronavirus, and the Christian understanding of responsibility are communicated to the congregation during sermons. 17,5% of the respondents said that such meetings and talks had taken place only a few times during the quarantine period established by the state. The percentage of those who hold regular thematic talks with their parishioners on a monthly basis is also quite high – 16,0%. Only 4,1% of respondents consider such meetings and announcements inappropriate, causing panic in society. However, it is also positive that the smallest percentage of clergy (2,2%) did not have any meetings with relevant explanations.

It is important to understand that the implementation of such socially significant work with people by clergymen will undoubtedly contribute to positive dynamics of impact on the psycho-emotional state of people, and along with this, accelerate the process of rational adaptation in the difficult conditions of the spread of the coronavirus infection. His Grace Evstratii (Zorya) accurately emphasizes this: "We must learn to live under pandemic conditions, on the one hand, without panic, and on the other, without neglecting the risks" [16]. We may therefore note that the Church is trying to maintain a 'golden mean' in order to fulfil its mission. In fulfilling its mission and ensuring the safety of people from the risks of the pandemic, both the clergy and the faithful of the OCU in general are conscious of the current dangers.

It is undoubtedly important to conduct education and awareness-raising events on how to keep ourselves and those around us safe from disease and to counter the spread of coronavirus disease today. After all, each person perceives such appeals, both from the state and the Church, differently. Thus, when assessing the responsibility of the faithful in relation to the requirements of prevention, the state of implementation of organizational and practical measures in relation to the spread of COVID-19, the percentage of respondents' answers varies. Grading from 1 to 5, where 1 is totally ignored and 5 is always implemented, the highest percentage of answers (48,0%) of clergymen shows that the level of responsibility in relation to the pandemic in the parish is rated as "4", 26,0% as "3", 23,0% as "5" and 2,2% as "2". Therefore, it can be stated that the percentage of positive attitudes towards organizational and practical measures to prevent spreading of the coronavirus infection as a tool to protect public health is quite high, amounting to 71,0%.

It is also known that the COVID-19 epidemic has significantly affected various areas of life in Ukraine, highlighting a number of problems, including issues in the social sphere. Therefore, important in the context of our study is also the role of charitable activities, which the OCU constantly emphasizes. In particular, in one of his interviews, His Beatitude Epiphanius said that the Orthodox Church of Ukraine will provide facilities for coronavirus patients if necessary. "The Church is always with its people," says the Chairman of the OCU, "even in the most difficult times. The premises at my disposal as Metropolitan will be made available to receive the sick if necessary. Therefore, in the coming days, they will be prepared to receive those in need of examination or treatment. This is what we will do wherever there is opportunity and need, in eparchies throughout Ukraine" [18]. We also cite one paragraph from the practices adopted by the OCU

Synod, in particular: "At the request of the faithful, the priest visits them in their homes for spiritual conversations, confession and communion, using appropriate measures. Confession and communion for sick believers at hospitals are performed in accordance with the regulations of the hospital. If personal communication is forbidden, the priest may hold a spiritual conversation and pray for the health of the sick person, using means of communication, placing hope in the mercy of God" [11].

Charity in circumstances of the coronavirus. In terms of the impact and effectiveness of the organization of charitable activities by parishes in the western region of Ukraine, the answers of clergymen can be shown in the following percentages. When asked if your parish has conducted charitable activities to help local medical institutions and people who were victims of the COVID-19 pandemic, the vast majority of respondents (33,5%) reported a single event. A positive indicator in this context was 29,4% of responses attesting to the frequent arrangement of the activities towards these ends. The percentage of those who claim the absence of discussions / suggestions regarding charity events is 42,2%. As can be seen, the practice of charity in parishes is rated above average, which is 62,8%. These indicators generally demonstrate the importance and necessity of charitable activities in preventing the spread of the extreme viral infection. As it turns out, the rate of those who do not organize this type of activities in the parish is fairly high. We assume that the main reasons are likely to be that some priests are of a higher age group and that they engage in other socially purposeful job in the parishes. Lack of interest, indifference and, at the same time, individual approaches to the issues at hand cannot be excluded. Consequently, in light of the data cited, it is also important to note the indicators related to activists and volunteers among the OCU believers in the western region of the country who are directly involved in the fight against the coronavirus. Thus, 49,1% of priests report those within their parishes who actively oppose the spread of the deadly disease. A somewhat lower figure (40,9%) shows that the respondents are not aware of people participating in related activities. And only 10,0% of respondents indicate the complete absence of such persons.

The Church's activity during the pandemic. According to the Church Teaching and Tradition, attending church and divine services is one of the keystones in the salvation of the immortal soul. After all, it is through the Church Sacraments that a person cleanses his/her soul of sins and unites with God, which is absolutely impossible without immediate participation in them. The implementation of quarantine measures since the beginning of the COVID-19 pandemic has brought significant changes in the life of Christians however, as we have repeatedly pointed out. These are restrictions both on participation in the Sacraments and on attending church or other religious institutions and worships. This is evidenced, for example, by the decree of the Cabinet of Ministers of Ukraine № 211 of 11 March 2020 "On prevention of the spread in the territory of Ukraine of acute respiratory disease COVID-19 caused by the coronavirus SARS-CoV-2" [14], which has been repeatedly amended and supplemented. Unfortunately, these general directions have brought about many different understandings, explanations, and interpretations regarding restrictions on freedom of religion. But with the assistance of the All-Ukrainian Council of Churches and Religious Organizations, this problem was soon resolved in a constructive way thus averting misunderstandings and chaos.

Meanwhile, despite the significant easing of the quarantine restrictions, we regret to note that today the percentage of church and services attendance by the faithful has significantly decreased. The Primate of the OCU commented on the situation: "Quarantine measures related to the COVID-19 pandemic have affected church attendance in Ukraine <...> The situation is now difficult. Because who is supporting the church? Our believers. And over the past year, almost two thirds of believers do not attend churches. Churches are attended by one third of them" [5]. Our study can attest to how the coronavirus pandemic has led to the percent reduction of believers attending church services. Thus, 51,7% of respondents report a rather significant decrease in the attendance of church services by believers; somewhat smaller percentage (39,0%) of believers attend church services depending on the epidemic situation, the introduction or cancellation of restrictive measures. For 4,8% of clergy, it was difficult to give a clear answer to the question posed, and only 4,5% of those interviewed were convinced that the spread of the pandemic had no effect whatsoever on believers' attendance of Sunday and holiday worship services in their parishes.

At the same time, in and of itself this impact is indicative of psycho-emotional stress, anxiety, and stressful situations related to the spread of the coronavirus disease. Today the words "social isolation" and "quarantine" have confidently entered the everyday language; this is the new reality. And therefore, quarantine measures aimed at stopping the COVID-19 pandemic have caused significant changes in the people's daily routine, including their church and religious life. That is why the common first response to uncomfortable existence in any new conditions are negative emotions that can become entrenched in psycho-emotional disorders (pathological anxiety, depression, etc.) and lead to other pathological problems on physical, social and spiritual levels. On the other hand, these changes at bodily level, whether we like it or not, should not be disregarded.

Psycho-emotional tension over stressful experiences. Given this, the respondents' assessment of the psycho-emotional state of believers under conditions of dangerous coronavirus disease (COVID-19) is quite revealing. The results of our study clearly show that people who live an active spiritual life more easily adapt to various dangers, unlike those who do not live a spiritual life or position themselves as non-denominational. The clergy were tasked with rating the psycho-emotional state of active parishioners from 1 to 5, where 1 is "very bad" and 5 is "in good condition". Thus, given the current circumstances, 63,2% of clergy rated the psycho-emotional condition in their parishes positively (23,8% – 5 and 39,4% – 4), 34,3% rated it as 3, a much smaller number (1,9%) rated it as 2 and only 0,7% gave it a 1. As an example, here are the results of a survey conducted by experts from Chapman University (USA) that showed the impact of the pandemic on mental health. It is reported that of more than 4,000 respondents, 61% said they perceived high level of stress, and 45,0% said they felt depressed or hopeless. More than half of the respondents said they were very nervous about the coronavirus pandemic [7]. There is a clear need to justify this difference, even if the proposed approach would seem vulnerable to criticism. L. Naugolnyk's reasoning in this context seems astute and important to us: "Faith in God has a powerful psychotherapeutic effect. It offers relief from stress by changing the way one thinks about the situation itself, about the self- demands, about the possibility and significance of coping with these demands. Those who believe that God loves them perceive adversity much more calmly, as they accept it either as a deserved result of their actions or as a test. A study of over 40 believers and 40 non-believers found significant statistical differences between the two groups. Believers are characterized by greater emotional stability, greater resistance to stress, a high level of sympathy (empathy), the deeper sense of meaning of life, that is, they strive for more lasting and spirit-conditioned values compared to non-believers" [9, p. 259]. This opinion reflects the relevance, necessity and importance of the spiritual dimension of life for any individual, and along with this, protection from the possible fatal consequences of despair, disappointment, or depression. Here, I. Gorokholinska's opinion, which we fully share, is very useful: "It is essential both in secular and religious contexts to draw attention to ethical issues not just as an archival reservoir of "ancient wisdom" and "commandments", but as a living process of an individual’s thought-action about actual improvement of oneself and the life space which surrounds the individual" [3, p. 267].

Given this, the psycho-emotional state of parishioners is especially valuable, which overwhelmingly depends on the effectiveness and relevance of the pastor's work among them, for this work lays the foundation for their spiritual attunement, stimulating productivity and purposefulness. Assessing from 1 to 5, where 1 is "absolutely unimportant" and 5 is "extremely important" , the significance for the clergy to provide psycho-emotional support to their congregations not only in the homiletical practice of the annual cycle of services, but also in specific conditions, in particular in the quarantine situation related to COVID-19, we obtained the following results: 63,6% of respondents claimed this aspect to be very important, giving it the highest point; such activities are rated with a 4 by 26,0% of the respondents; considerably lower mark of 3 was given by 8,6% of the respondents, and only 1,9% of the respondents gave the lowest mark of 2.

The issue of vaccinations. Another extremely important and pressing issue is vaccination. Given this, it should be noted that the OCU has already clearly voiced its position, stating that the Church has no objection to vaccination in general "as a medical procedure: it does not contradict either the commandments of God or the principles of Christian faith" [15]. Along with this, the OCU claims that the Church does not force « anyone to be vaccinated. The vaccination procedure must be voluntary and conscious. Each person is free to make their own balanced and responsible decision, which will be based on the conclusions and recommendations of doctors, physicians, and professionals, will take into account the health condition and other important factors. This position is consistent with the Church's general teaching on treatment: by calling upon the faithful to take care of their health, the Church encourages everyone to listen to doctors, to use good means of treatment, but it can neither determine what that treatment should be in a particular case nor how it should be carried out" [15]. However, today, despite appeals from both the Church and the state, a significant number of people still refuse to receive vaccination. There are several reasons for this, one of which, according to His Beatitude Epiphanius, is "fear and distrust in vaccination due to a significant level of distrust in state institutions – and not only in Ukraine – multiplied by the abundance of fake information and conspiracy theories. People lack information hygiene skills. <...> it is necessary to remember that life is presious, and it is the negative cases that will receive the most attention" [6].

Our study showed that the largest percentage of respondents (42,8%) is those who could not clearly state their attitude to vaccination, which indicates the same "uncertainty" and "vagueness". Therefore, while 25,7% have a positive perception of the appeals to vaccinate, 17,5% responded about their negative attitude. The rate is not very high (11.2%) of the clergymen surveyed who were already immunized, and only 3,0% declare their passive attitude to either position. We are deeply convinced that in this situation it is important today to restore people's confidence in the anti-epidemic measures, and for everyone to realize their own responsibility to guard those around them from unpredictable and complicated effects of the pandemic.

Recommendations and suggestions. The suggestions and recommendations of priests on how to protect believers from the coronavirus (COVID-19) and to improve the overall situation in the society are quite valuable for our study. We divided respondents into two groups according to their attitudes toward quarantine requirements. The first group includes those who fully or partially support quarantine restrictions on the part of the Church and the state, and the second group includes those who are strongly opposing any restrictions. It should be said that the latter are many times fewer in number. So, we would like to highlight some recommendations of the first group of respondents, which boil down to the following arguments: "The official position of our Church is expressed by His Beatitude Epiphanius and is a reference point for the entire OCU", "State authorities have to monitor the observance of epidemiological rules not only in churches, but also, for example, in places of public resort and recreation", "We must adhere to the quarantine requirements of the Ministry of Health and at the same time put special hope in God, praying for the sick and doctors and helping the needy", "Avoid mass gatherings of people not only in churches, but in stores, markets and shopping malls. God's will for everything!", "Calm and support people psychologically. Try not to let the panic develop", "Constantly explain to believers the importance of caring for one's neighbors through anti-epidemic measures", "The Church has always been with the Ukrainian people, sharing joy and hardships, so when certain responsibilities and restrictions are assigned to all citizens, it is a conscious position of the Church to bear with the Ukrainian people those restrictions that are imposed due to the rapid spread of the deadly disease", "The urgent issue now is the return of the faithful to the churches, a kind of post-lockdown churching and relief from severe anti-epidemic restrictions", "As priests, we know that the cause of illness is sin, so we need to pay attention to the people's state of mind, to support and reassure, and not frighten them with illness. It is important to convince people that faith, trust and hope in God will help in the fight against the disease, and of course, for the sake of physical health, to take care of themselves, observing medical norms", "In my opinion, everything is fine, except that Communion from the sacramental spoon is avoided, and plastic spoons and alcohol solutions are used. Man believes more in vaccines and pills than in the Holy Sacraments", "Come with the fear of God and faith". Where is our faith when we make such manipulations with Communion?", "Everybody get vaccinated", etc. Recommendations from the second group of respondents were summarized as follows: "No restrictions", "Do not forbid believers to go to church, but encourage them to turn to God and seek support in God", "Only prayer saves" and others.

Conclusions. Summarizing the above material, we can once again acknowledge and confirm the thoughts of many experts and social activists, as well as the concerned public in general, that the COVID-19 pandemic has indeed become a global problem and a serious challenge for the entire world. In fact, new challenges caused by quarantine restrictions have forced humanity to live in the completely new and not so comfortable conditions. Along with this, changes continue to occur both at the level of the individual psyche and at the macro-social level, disrupting the state of inner harmony. We are convinced that only a balanced approach and a psychologically well-grounded, reflective attitude toward one's own actions and global events should be the basis for the effective functioning and social development of society during and after the pandemic. Changes are inevitable, as the current existence of society confirms, and they have already significantly affected some traditions and conservative customs. Therefore, it is the rational decisions and the sound attitude of both the Church and the state that will determine how constructively these changes would affect both the highest values and the daily life of our people.

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MEDICINE AND PHISIOLOGY

RATIONALE FOR PORT-SITE HERNIAS PREVENTION AFTER LAPAROSCOPIC CHOLECYSTECTOMY

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Annotation. *Was performed morphological study of muscle-aponevrotych tissue paraumbilical sites in 80 patients aged 30 to 75 years after laparoscopic cholecystectomy. Women were -56 (70%) -24 men (30%). Patients were divided into 3 groups. The first group consisted of 30 patients who performed laparoscopic cholecystectomy over cholelithiasis. Among them, 21 (70%) was observed diastasis direct muscle size 3±2,3sm paraumbilical area. The second group consisted of 30 patients with port-site hernias paraumbilical area after laparoscopic cholecystectomy. The third comparison group consisted of 20 patients who performed upper midline laparotomy. Among them diastase recti size 2±1,3sm paraumbilical sites was observed in 6 patients operated on perforated ulcer 12 duodenal ulcer, and in 9 patients who performed laparotomy for acute adhesive obstruction. Morphological study of muscle-aponevrotych tissue conducted with paraumbilical area. It was proved that the main pathogenetic link port-site hernia in paraumbilical region after laparoscopic cholecystectomy is thinning aponevrosis this site, its moderately severe atrophy and aponevrosis recti and strengthening of atrophy after setting trocar 10mm.*

Also, prevention port-site hernia paraumbilical region after laparoscopic cholecystectomy can be achieved by using light polypropylene mesh which is placed preperitoneal before closing the wound.

Keywords: *diastasis direct muscle, atrophy of muscle-aponevrotych tissue, port-site hernias, laparoscopic cholecystectomy, prevention of port-site hernias.*

Introduction. The port-site hernias incidence after laparoscopic cholecystectomy amounts to 3.4 to 6.7% [2; 7]. Among the reasons affecting the port-site hernias occurrence are: trocar size, trocar type, trocar insertion port, trocar wounds enlargement, technical errors at trocar wounds suturing, trocar wound infection [4;8]. Common risk factors for port-site hernias include: old age, obesity, diabetes mellitus, anemia, steroid therapy, etc. The use of large diameter trocars (10-12 mm) is considered a common factor contributing to the port-site hernias occurrence. As to the trocar type, clinical studies have revealed that blunt trocars form a smaller wound compared to oblique ones and, accordingly, reduce the risk of port-site hernias. The use of sharp trocars is accompanied by the occurrence of hernias in 1.83%, while blunt (conical) - in 0.17% [4; 9]. Paraumbilical site, where trocars are most often installed, in particular, when performing laparoscopic cholecystectomy, is the site where the most (75.7%) is diagnosed port-site hernia [4; 10].

In most cases, this is due not only to the expansion of the trocar wounds for removing the gallbladder from the abdominal cavity, but also due to the peculiarities of the anatomical structure of this site. On the Paraumbilical site above and below the navel, the abdominal line expansion and rectus abdominis muscles diastasis are observed, which makes this site mechanically weak and can create the prerequisites for the occurrence of port-site hernias. In addition, the aponeurosis and muscles of the Paraumbilical sites are more thinned compared to other sites of the abdominal line [10]. The morphological features of the aponeurosis and muscles of Paraumbilical site in this aspect have not been studied. In our opinion, the study of the morphological features of the aponeurosis and muscles of the Paraumbilical site will allow to establish not only the foundations of the port-site hernias occurrence, but also to develop preventive measures for their occurrence.

Purpose of the study is to investigate the port-site hernias causes by morphological studies of the muscular-aponeurotic tissues of the Paraumbilical site and to substantiate their prevention.

Main material. In order to study the pathogenesis features of port-site hernias after laparoscopic cholecystectomy, the morphological study of the muscle-aponeurotic tissues of the Paraumbilical sites was performed in 80 patients aged 30 to 75 years. There were 56 (70%) women and 24 men (30%). The patients were divided into 3 groups. The first group consisted of 30 patients who underwent laparoscopic cholecystectomy for cholelithiasis. Among them, 21 (70%) had diastasis of rectus muscles of 3 ± 2.3 cm size in the Paraumbilical site. The second group consisted of 30 patients with port-site hernias of the Paraumbilical site after laparoscopic cholecystectomy. The third comparison group consisted of 20 patients who underwent upper midline laparotomy. Among them, diastasis of the rectus abdominis muscles size 2 ± 1.3 cm of Paraumbilical sites were observed in 6 patients operated on for perforated duodenal ulcer, and in 9 patients who underwent laparotomy for acute adhesive obstruction. Morphological examination of muscles and aponeurosis was carried out from the Paraumbilical site.

Method of histological examination. Pieces of muscle-aponeurotic tissues 0.5 * 1 cm in size were dissected from the Paraumbilical site and fixed in 10% solution of neutral formalin (pH 7.4) for 24 hours. After rinsing with water, the corresponding sites were dissected from the pieces fixed in formalin. Fixed pieces of muscles and aponeurosis were passed through the alcohol-chloroform solution of increasing concentration and embedded in paraffin. Serial histological sections with a thickness of 5 ± 1 μm were prepared from paraffin blocks on a sledge microtome, which were then stained with hematoxylin and eosin, picrofuchsin according to van Gieson to identify collagen fibers, and resorcinol-fuchsin according to Weigert. To identify elastic fibers with toluidine blue, and to determine glycosaminoglycans, a PAC reaction was performed with the treatment of control sections with amylase to detect glycoprotein. Microscopic examination was carried out using a light-optical microscope "Carl Zeiss" (Germany) and data processing system "Axiovision" with objective magnification x5, x10, x20, x40, binocular attachment x1.5 and glasses x10.

Analysis of the preventive measures effectiveness regarding the occurrence of port-site hernias in 120 patients with cholelithiasis combined with diastasis of the rectus abdominis muscles, which underwent laparoscopic cholecystectomy. The age of the patients is from 30 to 75 years. There were 78 women (65%) and 42 men (35%). The patients were divided into two groups depending on the method of prevention of port-site hernias. In the first group (60 patients), the prophylaxis of port-site hernias was carried out by classical suturing of trocar muscle-aponeurotic wounds with separate interrupted sutures (Prolen 2-0).

In the second group (60 patients) with classical port-site approaches, the hernia prevention in the paraumbilical site consisted in the use of a light polypropylene mesh implant with the average size of 10 * 10 ± 2.1 cm. The essence of the operation was that in the Paraumbilical site around the port-site wounds, the parietal peritoneum was mobilized from the muscular-aponeurotic tissues along the perimeter 5-6 from the wound edges. After that, the parietal peritoneum contact defect was sutured and a polypropylene mesh implant of 10 * 10 ± 2.1 cm was placed preperitoneally and fixed along the perimeter with separate sutures through the muscles and aponeurosis. PVC tube for vacuum drainage was supplied to the mesh implant, and the aponeurotic edge of the trocar wound was sutured over the implant. Thus, the strengthening of the muscular-aponeurotic tissues around the trocar wounds by width of 5 cm along the perimeter was performed. The postoperative period in the first and second groups of patients was traditional.

Results and discussion. The results of histological studies have revealed that among 30 patients of the first group who underwent laparoscopic cholecystectomy for cholelithiasis, 9 (30%) patients had normal muscle structure and aponeurosis.

Aponeurosis is represented by the dense, formed fibrous connective tissue, consisting of collagen and elastic fibers closely interconnected and intertwined in the form of the mesh. The ratio of collagen and elastic fibers is even.

In 21 (70%) patients, moderate muscle atrophy and aponeurosis were revealed.

In the aponeurosis morphological picture, the alternation of foci of rarefaction was observed, where most collagen fibers were short, fragmented, slightly tortuous, and foci with a clear increase in the content of collagen fibers before the formation of foci of sclerosis with significant collagen fibers thickening.

Muscle fibers are refined, atrophied, devoid of transverse striation, their replacement by growing connective and adipose tissue is observed, that grows. Small sites of hypertrophied muscle fibers were revealed. In the zones of atrophy, there were small vessels with thickened walls. Vessels with uneven growth and thickened walls, in sites with thin walls, full-blooded. Elastic fibers are unevenly distributed, their number is sharply reduced. In addition, changes in elastic fibers in the form of swelling and lump formation were observed. The significant part of the fibers are presented in the form of grains ("granular" disintegration of elastic fibers), sticks or ribbons.

In 30 patients of the second group with abdominal port-site hernias, severe muscle atrophy and aponeurosis, increase in connective tissue site, uneven distribution of collagen fibers, sites of lysis of collagen fibers, foci of lipomatosis were observed.

The size variability, location and shape of collagen fibers were revealed. Relatively large gaps between the fibers (cavities filled with loose connective tissue) were revealed, significantly exceeding the diameter of the collagen bundles, in some sites the accumulation of fat cells is observed. Elastic fibers are not numerous, distributed unevenly, in some sites their accumulation is observed, and in some sites they are absent.

Muscle atrophy is observed, which is manifested in the muscle fibers thickness decrease. Along with atrophy processes, fibrotic changes were observed in the muscle structure, manifested by the increase in the number of collagen fibers. Vessels with thickened walls are full-blooded, in some places with stasis. There are sites of partial fragmentation of muscle fibers, between the muscle fibers the overgrowth of endomysium and adipose tissue is observed.

Thus, in patients with hernias, along with muscle fibers atrophy, the development of fibrous changes in muscles, reduction of the microvasculature is natural. The increase in the amount of collagen and decrease in elastic fibers is observed. Aponeurosis becomes thinner, loses elasticity. Numerous cavities and cracks appear between the aponeurosis fibrous structures.

Among 20 patients of the third group (comparison), underwent surgery for perforated duodenal ulcer, adhesive intestinal obstruction in 6 (30%) patients with diastasis of the Paraumbilical site rectus muscles, moderate atrophy of the aponeurosis and muscles was observed.

The fibrous aponeurosis skeleton is represented by a large number of disordered collagen fibers running in different directions and planes. Collagen bundles branch into separate thin fibers. In the elastic fibers of separation of fibers, the atrophic changes are expressed.

The overgrowth of adipose tissue is observed between the thin muscle fibers. Vessels with uneven growth, in some places their accumulations are observed.

The results of histological studies have revealed that among patients of the first group with cholelithiasis in 70% moderate atrophy of the aponeurosis and muscles of the Paraumbilical sites was observed, which was caused by the rectus muscles diastasis and, accordingly, the thinning of the aponeurosis and the abdominal line expansion. At the same time, in 30% of patients of the first group of aponeurosis and muscle atrophy, the Paraumbilical site was not observed, since diastasis of the rectus abdominis muscles was not detected in them. The results of histological examinations of muscles and aponeurosis in patients with port-site hernias (second group) have revealed that atrophic changes intensify and become pronounced with the formed hernia.

In patients of the third group (comparison), the results of histological examination of muscles and aponeurosis of the Paraumbilical site with a combination of the underlying pathology with diastasis of the rectus abdominis muscles also revealed moderate atrophy. This proves that diastasis of the rectus abdominis muscles is accompanied by muscle thinning, aponeurosis and atrophy, that weakens the mechanical strength of this site and creates the basis for port-site hernias of the Paraumbilical site.

Considering the presence of moderately pronounced atrophy of the musculoaponeurotic tissues of the Paraumbilical sites in patients with cholelithiasis associated with diastasis of the rectus abdominis muscles, for whom laparoscopic cholecystectomy is planned, in order to prevent port-site hernias, from our point of view, the use of the mesh implant for closing trocar Paraumbilical wounds is indicated.

The results of surgical treatment of patients who underwent prevention of port-site hernias were evaluated after 6,12,24, 48 months. In addition to the medical examination, the ultrasound examination of the abdominal organs was performed. Among 51 patients of the first group, for whom the prevention of port-site hernias was performed by contact suturing of the wound (30-35%) the hernias have been developed. These patients underwent surgical treatment of allogeneic plastics by the method of "sublay". Among 52 patients of the second group, for whom a light polypropylene mesh was appled for prophylaxis, 1 (1.9%) had a hernia on the upper edge of the mesh fixation. As can be seen from the results, the initial use of polypropylene mesh contributes to the effective prevention of port-site hernias. At the same time, the classic suturing of the trocar wound is accompanied by a high frequency of port-site hernia.

Conclusions:

1. The main pathogenetic link of the occurrence of port-site hernias on Paramilical sites after laparoscopic cholecystectomy is the diastasis of the direct abdominal muscles, which is observed in 70% of patients and is accompanied by the aponeurosis thinning of this site, moderately pronounced atrophy of the aponeurosis, abdominal rectus muscle, increases after 10 mm trocar installation.

2. Prevention of port-site hernias in Paramicilical sites when performing laparoscopic cholecystectomy can be achieved by using a light polypropylene mesh, which is located prematurely before closing the trocar wounds.

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OPPORTUNITIES AND PROSPECTS OF DISTANCE LEARN-ING IN MEDICAL UNIVERSITY

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Annotation. *Today, information technology has firmly entered the life of each of us: in technological processes at enterprises, in our professional activities, in the sphere of services, recreation and entertainment. The article discusses the features of distance learning in medical higher educational institutions. Taking into account the specifics of medical education, the authors emphasize that in medical education there is no possibility of full-fledged distance learning, which is typical for technical universities. And they see the prospect of using distance learning methods in combination with the traditional system of training specialists.*

Keywords: *distance learning, medical higher educational institution, information technology, training programs.*

Introduction. The pandemic has forced the global academic community to turn to new teaching methods, including distance and online learning. This has proven challenging for both students and teachers, who have to cope with the negative emotional, physical and economic consequences of the disease while helping to combat the spread of the virus. No one knows what the future holds, especially the millions of students who, after graduating from university this year, will face a global economy severely hit by the pandemic.

The current situation, which has developed under the influence of the global pandemic, has had a significant impact on the restructuring of the pedagogical process at the university. This disrupted the structure of regular education and the standard methods that we have adapted over the years. Today, the academic community of the education system recognised that important and promising direction of its develop-ment is the widespread introduction of distance learning methods based on the use of modern pedagogical, promising information and telecommunication technologies [1].

Unfortunately, not everything can be studied remotely. In some cases, it is impossible to do without practical training under the guidance of an experienced mentor. Remotely you can study history or literature, you can become an excellent designer or programmer. But you cannot learn to be a pilot or a surgeon.Therefore, higher medical educational institutions under quarantine conditions need to reorganize to distance learning, no matter what negative aspects it has.The real challenge is to create a culture that supports the introduction of innovative methods that require different skills and competencies from the teacher, student, administrator, while maintaining and improving the quality of education. Modern distance education presupposes a new role for the students in studying process- from passive consumer of knowledge ,he must become an active creator ,he must think critically ,he must plan his independent work, showing initiative. The university education system should respond flexibly to new factors and carry out the educational process using modern information and communication technologies that allow students to study educational programs without leaving their location, without wasting time during the academic year.

Today, information technology has firmly entered the life of each of us: in technological processes at enterprises, in our professional activities, in the sphere of services, recreation and entertainment. The introduction of artificial intelligence systems, technologies (augmentedreality, AR) and virtual reality (virtualreality, VR) in the medical world has made a revolutionary breakthrough in the field of distance learning. Specialized models, reconstruction of anatomical copies of organs in 3D projection, vir-tual simulators based on VR technology are already being actively introduced into the training of young specialists today. With the help of VR, in any convenient place, you can see the entire process of the operation through the eyes of an experienced sur-geon, change the view to a panoramic view, ask questions and have a chat. AR and VR technologies are geared towards the future and their possibilities are mesmerizing. Surgical glasses Googleglass allows you to broadcast to thousands of students, have a text chat panel for questions that doctors can answer directly in the course of their work. The Simantha simulator is similar to a dummy of the cardiovascular system, which physiologically shows the work of blood pressure, the conducting system of the heart, filling the blood with O2 and even reproducing the patient's "level of con-sciousness". Such a system is capable of assessing the actions of a doctor. The Surgi-calSimulation simulator allows you to practice operating aids on internal organs. On the basis of Fundamental, FeelReal VR resources have been opened, which recreate the process of surgical intervention in VR simulation, where young surgeons can hone and learn skills by feeling virtual tissues with their hands [2].

Distance learning has recently become widely used for advanced training in postgraduate education: for interns, to improve the qualifications of doctors before certification, which specialists pass every five years, to improve the qualifications of teach-ers working in medical universities. This form has many positive aspects:

-students can choose a convenient place and time for the classes;

-it is possible to combine basic work with training;

-pass control remotely;

-not to be separated from the family for the period of study;

-not the last argument is the saving of money and time (travel, accommodation, meals in another city or country).

However, students of FPK are people who have already received full-time education, have work experience, know how to listen, hear and learn. For students who came to college after high school or college, there is still a lot to learn, learn and mas-ter. And after school education, getting on the 1st year, very many students need a certain adaptive period, which will help them get used to new learning conditions, grow independence in themselves, develop their own methods of self-preparation, teach them how to properly allocate time. The young age of students, their experience in school, when in all classes there is a teacher who "leads by the hand", living in a hostel, when there is no parental control, do not allow to completely switch to dis-tance learning. But the main motive for the dominance of full-time education in medi-cine is and remains the need to transfer the teacher's practical experience in working with the patient.

Distance learning also has its disadvantages:

-there is no connection between the teacher and the student "live". We all know how important the personal qualities of a teacher are for a student, a teacher can “ignite” the desire for knowledge, or can “extinguish” the desire to learn. The teacher also needs feedback from the audience, to see understanding and desire in the eyes of his students;

-not all students can force themselves to study remotely, when a motivator-teacher is not oppressed by them, when knowledge controls are not regular;

-the disadvantage is the impossibility of students to jointly discuss and solve the as-signed tasks, build relationships with classmates, and learn to communicate with the audience [3].

Main part. Today, medical universities are updating and replenishing their material and technical base, conducting new powerful Internet networks in order to meet the requirements of the time, to keep up with the lightning-fast technological progress in the field of teaching technologies. However, for the medical sphere, the main teaching tool remains the full-time form of education: communication with the teach-er, discussion with the teacher and classmates when discussing theoretical material, mastering, practical skills on preparations and dummies, honing surgical approaches and sutures on cadaveric material, training at the "patient's bed." , presence in the op-erating room. In our opinion, the truth lies in the combination of traditional teaching methods and in using the capabilities of modern information technology resources.

The educational process at a medical university is an extremely complex thing. A large number of departments with their own specific requirements for the conditions of conducting classes, with their own technological features according to the profile of the department. And precisely, the profile of medicine in the field of professional work does not allow using only distance forms and building a full-fledged distance medical education. It is impossible at clinical departments to replace the examination of the patient with a remote form. Likewise, the best dummies will not replace work-ing with anatomical specimens or practicing in anatomy circle. Unfortunately, to date, the issues of providing theoretical base departments with cadaveric material for the manufacture of drugs have not been legally resolved, and this process is expensive and laborious. But the preserved base of anatomical preparations for various systems and the provision of dummies for the departments make it possible to conduct practi-cal classes with the development of practical skills in classrooms.

The first assistant to the teacher during the lessons is a smart system that is connected to each classroom. Connecting content to modules, where the illustration material is divided into meaningful modules and for each lesson approved in the work plans of practical lessons, and playing this content on a large screen in each class-room, helps the teacher to work more productively with the whole group during the lesson. In practical classes on «Human Anatomy» at the department of Human Anat-omy, Clinical anatomy and Operative Surgery the instructors use Smart Boards that make possible creating of presentation by speaker during his speech, writing of comments over the image on the screen. Demonstration of anatomical spatial 3-D models on a large screen, the use of interactive anatomical touch-panels by the teacher makes it easier for students to understand theoretical knowledge. A large information volume of theoretical knowledge helps students to master multimedia lectures, an electronic library, control electronic materials, which are available on the department's website, in Internet resources. This saves time, gives unlimited access to information sources, develops skills for self-education and organising your time. After all, we all understand, no matter how educated, experienced, qualified the teacher is, he cannot force the student to learn. The student should be able to take part in the organisation of his educational plan: draw up a plan for self-study, determine the intensity and load for himself, rationally distribute and spend his time for preparation. This is facilitated by distance learning methods. Only systematic self-training on theoretical and practi-cal issues of the student himself, discussion of the topic with the teacher in class and carrying out control activities will give a positive expected result.

The second assistant to the teacher is teaching and monitoring computer programs. They save time for both teachers and students. To optimise and objectify the control activities carried out, the departments need to implement the MY.TEST.PRO computer program, which is widely used both to prepare students for classes and to control knowledge in each lesson and in the final modular lessons. This computer program, to which the student has access outside the classroom, allows him an unlimited num-ber of times to pass control events remotely from the department, to sort out the mis-takes made during the control and to check himself on the topic being studied. Auto-matic grading, the ability to adjust time limits for passing the entire test or thinking over each question, using not only questions and answers the teachers subjectivity. From the selected category a question is added to the test randomly, while both the order of the questions and the answers options can be randomly mixed, which makes it difficult to cheat and memorise. This program for teaching mode , when after each answer to an error, the student can see the correct one. Results of test can be displayed to the teacher on a server from the computer network and also allows the student to work remotely. According to a survey of students, only 26.7% of respondents see the expediency of using work on the Moodle server during classroom sessions, the remaining 73.3% prefer to use the remote form of customisation outside the class-room. More than 50% of six-year students see the expediency of preparing for the Krok 2 licensed exam on the Moodle distance learning platform and using this plat-form for testing as an admission to the Krok 2 licensed exam. This position of the re-spondents is evidence of the students' awareness of the need to stimulate educational self-improvement. The majority of graduates believe that the development of practical skills and abilities in clinical departments under the guidance of a teacher (71%), hon-ing practical skills and abilities on simulators and dummies (35.6%), discussion of theoretical issues in the analysis of clinical situations (53.3%) is more important than testing on base "Krok 2" in preparation for the comprehensive final exams [5].

Today computer classes are widespread in all universities and are used for test forms of control. The peculiarities of the MY.TEST.PRO program is that with its help it is possible to carry out control not only in the form of tests, but also to create theo-retical questions with one or multiple answers, to check knowledge of terminology and practical skills. This requires preliminary training from the staff of the depart-ment.

1.It is necessary to distribute the test assignments of the "Kroc" format accord-ing to the topics of the classes in accordance with the work plans. Prepare sets of the-oretical questions for each topic studied.

2.Distribute practical skills by topic using specialised terminology. When working in this program, it is possible to teach a student to analyse theoretical materi-al. Answers to theoretical questions may not be limited to the choice of a single dis-tractor. For a complete answer, a student may need two, three, or five suggested dis-tractors. And this form teaches the student to make choices using and analysing their knowledge.

3.The program forms for each student non-repeating options for assignments, each time new. This large methodical work of the staff will give a huge positive effect in the future: the ability to evaluate current and final classes in a computer class, re-take passes and unsatisfactory grades, remove questions in the teacher's subjectivity. In addition, such preparatory work will prepare the student, department, educational institution for work during the "lockdown", if this happens. The use of educational platforms Moodle, Google meet, Google class will allow the teaching staff of univer-sities to fulfill their duties, conduct classes, and provide training for specialists.

Large part in teaching are provided by licensed programs of Microsoft Office package, 3D electronic atlases (Netter Interactive Atlas of Human Anatomy, Lip-pincotts Illustrated and Neuroscience which contain different models of macro and microscopic anatomy, 3D animations and training videos, also enceclopedic reference information (like the name of the structure, their latin terms and classification by ana-tomical groups, detailed definitions and descriptions).

It is especially important for each university to ensure the preparation of the teach-ing staff for work in the conditions of distance learning. Providing the material and technical base of departments, educational institutions are not yet a solution to the problem. It is necessary to give teachers the opportunity to acquire the knowledge to use this equipment. Refresher courses are now also focused on distance learning methods, and they are held online. This saves time and money for employees, allows you not to break away from the educational process and master the material of the courses.

Conclusions. The positive and negative aspects of distance learning can be weighed for a long time. But the reality is that knowledge and technologies become obsolete within

3-5 years and these periods tend to be reduced. Already now, elec-tronic media have the first place among the demand for information media: to connect a teacher and a student with a sufficiently configured computer local network, and to receive teaching aids, it is enough to enter the network where various electronic re-sources are located [4]. And education must take into account such trends and keep pace with the times. And medical education is no exception. Training of the teaching staff of medical universities, advanced training of doctors, training of interns - for all these types of knowledge acquisition, distance learning is possible and has a lot of positive aspects. However, preparing a student from school or after college requires a mentor, educator, teaching, directing, and supervising. Taking into account the pecu-liarities of training specialists in the medical field, in our opinion, it is necessary to combine the traditional methods of training doctors in universities and use all the pro-gressive positive acquisitions of distance learning. To train well-rounded specialists who are ready to work with sophisticated equipment.

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EXPERIMENTAL STUDY OF PHARMACOTHERAPY OF NEUROLOGICAL DISEASES FOR MULTIPLE SCLEROSIS

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Annotation. *The article analyzes the possibility of drug correction of common neurological disorders (pain, anxiety, depression, insomnia) with antidepressants in the experimental equivalent of multiple sclerosis against the background of basic drug therapy with methylprednisolone. Thus, it is advisable to prescribe triticco and paroxetine as drugs for the correction of pain, anxiety, depression and sleep disorders.*
Keywords: *multiple sclerosis, pain, antidepressants, depression, sleep.*

Problem statement and analysis of recent research. Multiple sclerosis (MS) - a disease with a chronic progressive course characterized by the formation of foci of demyelination in the brain and spinal cord as a result of an autoimmune response to myelin, which is implemented by T-lymphocytes. There is a site of inflammation at the site of scar tissue is formed. These plaques on nerve fibers conduct impulses break from the brain to executive powers: it difficult voluntary movements and speech, reduced sensitivity [2, 11]. The earliest signs of MS appear when already affected about 50% of the nerve fibers. At this stage of disease in patients raises the following complaints:

- uni- or bilateral visual impairment;
- pain and double vision;
- numbness and tingling in the fingers;
- reduce skin sensitivity;
- muscle weakness;
- movement coordination disorders.

The main effort in the treatment of MS should be aimed at reducing the severity of the process, the effective prevention of relapses, prolongation of remission, slowing the rate of disability and thus increase functional activity and quality of life of patients. MS treatment at this stage is based on the appointment of immunotropic means [4]. Medications used in the treatment of MS - is means of pathogenetic, symptomatic and reparative therapy. In recent years, significant progress in pathogenetic therapy of MS, which is aimed at preventing the destruction of brain tissue activated by T- cells of the immune system and toxic substances.

According to the recommendations of the "Protocol of management of patients with multiple sclerosis" MS therapy should begin with hormones. Glucocorticoids are the main tools in the treatment of MS exacerbations. The most effective drug of this group is methylprednisolone for internal venous use (level of evidence A) [1, 8]. This remains a problem correction of neurological disorders (pain, depression, sleep disorders, etc.) in patients with multiple sclerosis, whose prevalence for this disease is quite broad [1].

The aim of the current study was the experimental evaluation of analgesic, anti-depressive, hypnotic's action of antidepressants (amitriptyline, fluoxetine, paroxetine and tryttiko) in rats with experimental equivalent of MS (EEMS) on a background of drug therapy by methylprednisolone.

Materials and methods. The experiment was performed on 48 white purebred rats weighing 180-230 g, are kept in standard vivarium. [6] By random sampling rats were divided into 6 groups (n = 8): I - active control (EEMS); II - methylprednisolone (methylprednisolone EEMS + (M) at a dose of 3.4 mg / kg); III - EEMS + M + amitriptyline (10 mg / kg); IV - EEMS + M + fluoxetine (25 mg / kg); V - EEMS + M + tryttiko (40 mg / kg) and VI - EEMS + M + paroxetine (8 mg / kg). For playback of EEMS applied input encephalitogenic emulsion in a base of rat's tail [7]. Evaluation of antinociceptive activity of antidepressants was carried out by electrical stimulation of the root of the tail of rat [10]. Assessment of pain sensitivity was performed by the reaction of vocalizations (central component forming nociceptive response) in the initial state and on 90 minutes after a single oral administration of antidepressants research. Study of anti-depressant activity performed in the test - model of Porsolt (test of forced or compulsory swimming) [9]. Analysis hypnagogic action performed on two indicators: time falling asleep animals (latent period) and sleep duration; sleep medication caused by the introduction of thiopental sodium (30 mg / kg) [3]. All the data processed in conventional biomedical research methods of statistical analysis using standard software packages. Mathematical treatment involves taking the average values of (M), their errors (± m). Authentication of intergroup differences in pain threshold values of the indicator reaction was performed using parametric Student's t-test, Wilcoxon test rank sums (Wilcoxon Rank-Sum test), Mann-Whitney and method of univariate analysis of variance (ANOVA). The differences are considered statistically significant at the level $p \leq 0,05$. Before using parametric criteria audited hypothesis of normal distribution of random variables [5].

Results and discussion. The first stage of the study was to create EEMS: changes in animals peak formed on 7^{th} day of the study; for the next 5 days, rats receiving methylprednisolone (M) at a dose of 3.4 mg / kg as a means of basic pathogenetic therapy. Under these conditions indicators registered nociceptive response to gradually increasing electrical stimulation in the rat tail root in the initial state (5-day introduction M) and 90 minutes after the use of antidepressants.

Established that in the initial state the conditions prevailing EEMS against the background of basic therapy methylprednisolone response to electrical stimulation in the rat tail all groups been registered at the level of 1,35 ± 0,12 (group V) and 1,48 ± 0,1 (group IV). Under these conditions treated with antidepressant agents intragastrointestinaly once into groups. The results are presented in Fig. 1.

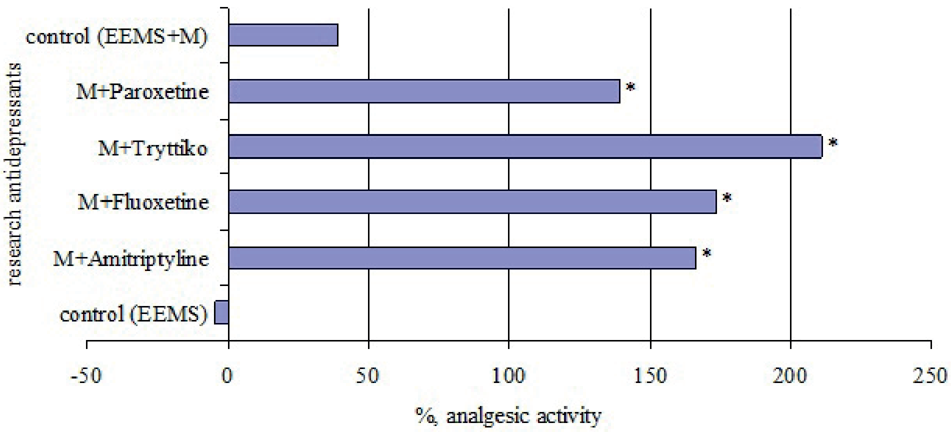

Fig. 1. Antinociceptive potential antidepressants in electrical stimulation of root tail rats under EEMS (90 mins) against pharmacotherapy methylprednisolone.
*Note: * - p ≤ 0,05 performance against original state.*

Established that the studied potential analgesic drugs was quite high. Thus, the maximum analgesic activity was observed against the background of the introduction of fluoxetine and tryttiko that manifested an increase in pain threshold of 2.7 ($p \leq 0,05$) and 3.1 ($p \leq 0,05$) times compared to those of the initial state; with analgesic potential of amitriptyline for 90 minutes amounted to 166.2% ($p \leq 0,05$). In addition, registered moderate analgesic effect of methylprednisolone passive control group (II) against the background of its 5-day administration (+ 39.2%; $p \geq 0,05$) indicators on the initial state.

Comparative analysis antinociceptive potential antidepressants identified "a number of activity" of these facilities (analgetic classical antidepressant activity of amitriptyline taken as a conventional one), paroxetine (0.9 c.u.), amitriptyline (1c.u.), fluoxetine (1,11 c.u.) and tryttiko (1.16 c.u.).

It is shown in the active control group of animals length sinking in water at forced swimming (Porsolt test) was the highest - 209,4 ± 11,9 s (Fig. 2), which corresponded to a high level of anxiety and concern.

When using antidepressants decreased immobilization time in the amitriptyline group to 27.75% ($p \leq 0,05$) for fluoxetine to 33.43% ($p \leq 0,05$) for tryttiko to 48.05% ($p \leq 0,05$) and paroxetine to 46.7% ($p \leq 0,05$). The ability to weaken the level of anxiety and concern was most pronounced for groups of tryttiko and paroxetine, immobilization time was in 1.7times ($p \leq 0,05$) and 1.6 ($p \leq 0,05$) according shorter compared to the active control group index . Many patients with multiple sclerosis observed sleep disorder that is usually caused by secondary factors: stress, spasticity, limited physical activity or depression. So the next stage of work was to evaluate the hypnagogic action of antidepressants in rats with EEMS, the results of which are presented in the table. 1.

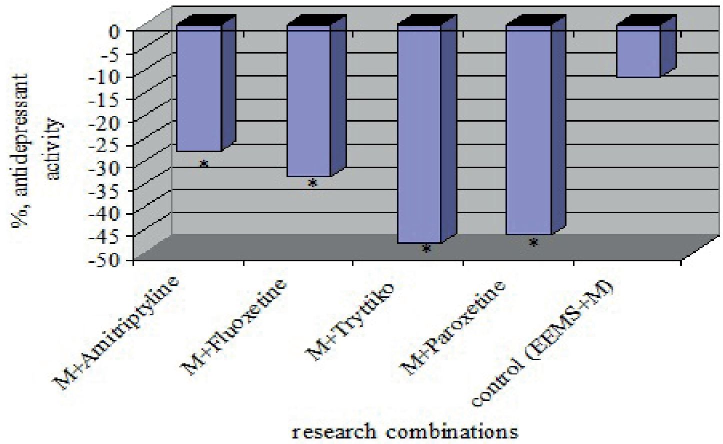

Fig. 2. Changes of immobilization time against the backdrop of the introduction of antidepressants in rats with EEMS against the backdrop of pharmacotherapy by metlprednizolone

*Note: * - p ≤ 0,05 performance against original state*

Table 1

Assessing of the impact of antidepressants on sleep medication parameters in rats with EEMS against the backdrop of pharmacotherapy by methylprednisolone

Research groups	Time to sleep (latent period)	sleep Time (duration of sleep)
EEMS (active control)	61,8±13,1	28,1±3,65
EEMS + M	55,6±12,0	35,1±3,34
EEMS + M + Amitriptyline	29,2±5,56	51,1±5,40
EEMS + M + Fluoxetine	24,4±5,78	61,2±7,81
EEMS + M + Tryttiko	20,7±3,25	65,6±8,28
EEMS + M + Paroxetine	23,6±4,21	54,4±6,87

*Note: * - p≤0,05 relative performance of active control*

It is shown that the active control group duration slumber was 61,8 ± 13,1 sec; group II (EEMS + methylprednisolone 3.4 mg / kg) and rats fell asleep concerned, but rather (55,6 ± 12,0 seconds). Thus the sleep in the first group compared with group II was shorter - by 24, 9% (p≥0,05).

When using antidepressants to hormone therapy observed background basic one-way speaker with methylprednisolone reducing latency and increasing sleep duration. So, against the backdrop of the introduction of amitriptyline and paroxetine sleep in rats was longer EEMS to 81.85% (p≤0,05) and 93.59% (p≤0.05) respectively compared to the control group.

When using fluoxetine and tryttiko a parameter was most pronounced - in 1.74 ($p \leq 0,05$) and in 1.86 ($p \leq 0,05$) times of the performance group II. Thus, the influence of antidepressants on latent period and duration of sleep when administered on a background of basic drug therapy methylprednisolone characterized by the following indicators: tryttiko (-66.5% and + 133,45%) ≥ fluoxetine (-60.5% and + 117.79%) ≥ paroxetine (-61.8% and + 93,59%) ≥ amitriptyline (-52.75% and + 81.85%).

Conclusions:

1. Given the experimental equivalent of MS antidepressants retain specific pharmacological activity, show a strong analgesic effect and help to increase the duration of sleep medication.
2. Subject the basic hormone therapy of EEMS as a means of pharmacological therapy of pain, anxiety, depression and sleep disorders most appropriate to appoint tryttiko and paroxetine.

Perspectives of further researches. In this study seems appropriate to further define the features of the influence of antidepressants to approximately research function of the central nervous system to improve adjuvant analgesic therapy of nociceptive displays in multiple sclerosis.

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LAW

INTERNATIONAL AGREEMENTS GOVERNING THE USE OF ASSISTED REPRODUCTIVE TECHNOLOGIES

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Annotation. *Peculiarities of international agreements on the use of reproductive technologies in Ukraine are considered. Particular attention is paid to the international legal regulation of such methods of human reproduction as surrogacy and in vitro fertilization. As a result of the study, the author emphasizes the special status of the family in modern society and the desire of couples to give birth in unconventional ways, it is important to study the international experience of assisted reproductive technologies and determine the origin of children born with such technologies. Legislation in different countries regulates the use of reproductive technologies differently. In some countries, the use of assisted reproductive technologies is accompanied by significant legal restrictions on their use or even a ban on certain reproductive technologies, while in others a permissive approach and a limited number of restrictions prevail.*

Keywords: *international agreement, reproductive technologies, legal issues, surrogacy, in vitro fertilization, national legislation.*

Statement of the problem in general terms and its relation to important scientific and practical tasks. At all stages of human development, procreation has been a determining factor in human existence, for the growth of the earth's population is one of the conditions for the development and prosperity of the human species is the ability to reproduce and protect its offspring. Humans are also a biological species, so procreation and reproduction are inseparable natural needs.

However, the problem of fertility, which has been increasing year by year, has become the main reason for the emergence of assisted reproductive technologies. People use assisted reproductive technologies to implement interventions to prolong birth, preserve the species, family planning and safe motherhood.

Although there is much criticism from society, morality and religion, society is more tolerant of the process of using such technologies. It is the rapid development of reproductive medicine that allows us to look at our views on the use of assisted reproductive technologies from a legal perspective. This created a need in legal science to develop legal security for the origin of a child who was born with the help of assisted reproductive technologies.

Taking into consideration the special status of family in the modern society and the desire of spouses to procreate by non-traditional means, it is relevant to study the international experience in the use of assisted reproductive technologies, and the origin of children born through such technologies.

Legislation in different countries regulates the use of reproductive technologies in different ways. In some countries, the use of assisted reproductive technologies is accompanied by significant legislative restrictions on their use, or there is even a ban on certain reproductive technologies, while in others a permissive approach and a limited number of bans prevail.

Analysis of recent studies and publications. Various aspects of the use of assisted reproductive technologies have been studied in the domestic and foreign legal sciences by such authors as: T. Drobyshevskaya, N. Ablyatipova, Y. Drogonets, O. Ballaeva, L. Krasavchikova, G. Romanovsky, O. Lukasheva, S. Romovskaya, K. Svitnev, R. Stefanchuk, S. Stetsenko, M. Maleina, I. Senyuta, N. Kharaja, O. Khazova, P. Hollender, Lo Giudice J.A., Massaro J, Hu, Yuwei, Chazan L, Kushnir T. and others. In their scientific works these scientists consider assisted reproductive technologies in the context of the protection of the right to life or to health or in the aspect of the protection of reproductive rights.

The purpose of the research is to conduct a comprehensive analysis of international treaties governing the use of assisted reproductive technologies, as well as to develop recommendations for mechanisms of their application in Ukraine.

Presentation of the main material of the study with full justification of the scientific results obtained. The concept of reproductive rights was first enshrined in Cairo at the 1994 International Conference on Population and Development. Where a Program of Action was adopted with Title VII on Reproductive Rights and Reproductive Health.

Today there is no international agreement that regulates public relations in the field of assisted reproductive technology, but there are some internationally recognized regulations in the field of medical care, the norms of which are to some extent related to the use of assisted reproductive technology. These include but are not limited to: The International Covenant on Economic, Social and Cultural Rights; the United Nations Convention on the Rights of the Child; the Convention on Protection of Children and Cooperation in Respect of Intercountry Adoption; and the Convention on the Elimination of All Forms of Discrimination Against Women.

Let's take a closer look at how each of the aforementioned international instruments relates to the problem. According to the Art. 2 of the United Nations Convention on the Rights of the Child, states parties must ensure that children are protected from all forms of discrimination, especially discrimination based on birth or parental status. [1].

In other words, we can say that regardless of how the child was born: naturally or artificially (through the use of assisted reproductive technology), she has the same rights as a child born without the use of artificial insemination.

In accordance with the provisions of the Art. 3 of the aforementioned Convention, "... in every action concerning children, whether carried out by public or private social welfare institutions, courts of law, legislative or administrative bodies, the best interests of the child shall be a primary consideration" [1].

Again, we see that regardless of the manner in which the child is conceived, she is entitled to the best protection of her interests by authorized public or private bodies, organizations, and institutions. The Art. 7 of the United Nations Convention on the Rights of the Child provides for the right to a child's name and the right to obtain a nationality, as well as the right to know her parents and the right to their custody. [1].

Therefore, we can say that the rights of children born through assisted reproductive technology are the same as the rights of children born through natural means.

According to part 2 of the Art. 10 of the International Covenant on Economic, Social and Cultural Rights, mothers should receive special protection during a reasonable period before and after childbirth. During this period working mothers should be given paid leave or leave with sufficient social assistance [2].

That is, we can argue that any women, including surrogate mothers, in connection with their pregnancy and childbirth are entitled to leave and financial support. Also, part 3 of this Art. establishes special measures of assistance and protection for all children without discrimination based on the form of family origin [2]. So again, we can conclude that the origin of the child is irrelevant in determining the scope of his or her fundamental rights.

As Prof. C. Weis (2021) notes, the Art. 12 of the International Covenant on Economic, Social and Cultural Rights establishes the right of each person to the highest quality level of mental and physical health [3, p.7]. And here we can talk about the rights to health and for children born through the use of assisted reproductive technologies, as well as surrogate mothers have the same rights as citizens of all countries participating in the mentioned Covenant.

The Hague Conference on Private International Law referred to the Convention on Protection of Children and Cooperation in Respect of Intercountry Adoption. Participants felt that although the convention dealt only with adoption, its rules could also be used to enforce intergovernmental surrogacy agreements. However, some of the convention's provisions cannot be applied to surrogacy [6]. For example, Chazan L, Kushnir T. (2019)) notes that the mother's consent to adoption can be given only after the birth of the child, but, as we know, in the case of surrogacy the said consent is given exclusively before the birth of the child [7; p.717].

Lo Giudice J.A., Massaro J. (2018) notes that under the provisions of the Convention, there should be no contact between the prospective adoptive parents and the child's parents. This is not possible because in the case of surrogacy, the contact between the mother and the expectant parents occurs when the necessary agreement is signed and during the artificial insemination, delivery and birth [8; p. 220].

According to the foreign legislation on the use of assisted reproductive technologies for childbirth in general, especially surrogacy, we can conclude that most countries allow the use of such technologies, but are subject to certain conditions, clearly defined by law, and restrict the use of reproductive technologies, including surrogate motherhood [9].

The “Program of Actions” states that reproductive rights encompass the rights recognized by national legislation, international human rights documents and other relevant United Nations documents adopted by consensus [10; p. 63]. These rights, as noted by A. Del Rio (Piersanti, V., Consalvo, F., Signore, F., Del Rio, A., & Zaami, S. (2021)) are formed based on the recognition of basic rights of couples and individuals to freely determine the number of children, time of birth and birth interval, and have all necessary information and means and opportunities to achieve this goal, the highest quality reproductive health [11].

It is clear from the "Program of Actions" that the definition of reproductive human rights in international law is very complex, that is, it includes other human rights that have previously been recognized and protected by various international instruments. By analyzing the norms of the "Program of Actions", we can determine that the bases of reproductive rights are human rights related to medical care and obtaining necessary information in the area of reproductive health.

The issue of reproductive rights was further discussed at the Fourth World Conference on Women in Beijing in 1995. The "Program of Actions" notes that reproductive rights include the right of couples and individuals to determine the birth of their offspring without discrimination, violence or coercion [12]. This document provides for the freedom of the individual in the matter of procreation and childbirth, does not allow the violation of human rights in the sphere of procreation.

The main international legal instruments protecting the reproductive rights of women also include the UN Convention on the Elimination of All Forms of Discrimination against Women of April 18, 1979, which was ratified by Ukraine on March 12, 1981. The preamble of this Convention enshrines the principles of prohibition of all forms of discrimination against women on their role in procreation [4].

The UN Convention on the Elimination of All Forms of Discrimination against Women should also be considered in the context of the protection of women from various forms of discrimination in the protection of reproductive rights. [4].

The provisions of the Convention provide women and men with equal rights to receive information in the area of health care and family planning so that they can receive reliable and complete information on reproductive health issues, including the benefits and possible risks of reproductive rights.

Part 2 of the Art. 12 of the Convention on the Elimination of All Forms of Discrimination against Women notes that the prevention of discrimination against women on account of marriage or childbirth [4]. To this end, as Hu, Yuwei (2018) notes, it is incumbent on States parties to the Convention to oppose dismissal from work in connection with pregnancy or maternity leave, under threat of sanctions; to introduce paid leave or leave with due social assistance in connection with pregnancy and childbirth, while maintaining previous employment and social assistance; to provide women with special protection during pregnancy in types of work proven to be harmful to health [5].

Today, because of infertility, some people are deprived of their reproductive rights. In order to solve the problem of infertility, doctors developed assisted reproductive technology, which is one of the important achievements of the twentieth century [13].

An international instrument concerning assisted reproductive technology, especially in vitro fertilization and embryo transfer, as well as egg, sperm, and embryo donation, is the “Rules for In Vitro Fertilization and Embryo Transfer”, adopted at the 39th World Congress Spain on October 1, 1987 [14; p. 16].

In the EU legislation the collision question on the choice of a medical institution to conclude a contract for the provision of medical services for the use of assisted reproductive technologies to differentiate the collision regulation of contractual relations legislation of several foreign countries and the European Union contains a special collision regulation of contracts involving the consumer, which is due to the need to provide him with increased legal protection in conditions of confrontation of professional contractors

Based on the analysis of the provisions of international acts and acts of national legislation of foreign countries, M. Nahman (Nahman, Michal R. (2018) identifies four basic models of regulation of autonomy of will in contracts involving patients:

1) absence of special restrictions on the autonomy of will with the use of imperative norms as a restrictive mechanism. This approach is typical for a situation where the applicable international acts and national legislation do not establish special rules for the conflict of laws regulation of consumer contracts. The legislation of Ukraine does not contain special collision regulation of consumer contracts, which allows us to speak about the existence of this model in our country;

2) total inadmissibility of autonomy of will. In contrast to the first model, this model proceeds from the exclusion of the application of the principle of the autonomy of will of the parties in order to avoid the risk of putting the economically unprotected party to the contract (the consumer) in an unequal position in relation to the economic entity by imposing the latter's advantageous right;

3) establishing an exhaustive list of legal mechanisms available for choice. This model also considers the need to protect the patient under the contract and to prevent the imposition of applicable law by the medical institution. It is proposed to establish a rule on the choice of legal mechanism, which has a connection to the obligation, on the basis of conflict of laws norms. This approach has not been widely used due to the existence of a high probability of application of the law of the place of business entity's activity with complete exclusion of application of the law at the place of residence of the consumer;

4) the priority of the protective peremptory norms of the law of the patient's place of residence. The patient is afforded maximum legal protection, which is expressed in a combination of the law chosen in the contract and the law of the country of the patient's place of residence. This approach is adopted in the EU due to the peculiarities of legal regulation of health care consumer protection in the European Union: at the level of EU directives there are minimum requirements, aimed at protecting the health care consumer as an economically weak party in consumer contracts.

In general, while acknowledging the progressive approach of the European Union, it should be noted that in this contract, as a rule, the consumer comes to the country where the medical organization is operating. The main motive for him/her to conclude a contract for the provision of medical services for the use of assisted reproductive technologies in a foreign country may be the impossibility of using such a service in the country of residence, for example due to the ban on the use of assisted reproductive technologies. A citizen's application to a foreign medical organization implies a preliminary familiarization with the conditions of service provision, making a choice between several medical institutions, made, in particular, on the basis of greater confidence in the quality of services in a particular state.

With respect to this situation, we believe that it is hardly reasonable to consider the application of the law of the patient's country of residence in a situation where the patient himself goes outside his country, finds a medical institution abroad and concludes a contract with it. We believe that in this contract, the patient has no reasonable legal expectations of the application of a law other than the law of the country of residence of the medical organization providing the services of assisted reproductive technology.

The application of the law of another state in these relations will not provide adequate legal protection to the person who applied for the application of reproductive techniques and will unreasonably limit the interests of the medical organization, which has not made actions aimed at entering the foreign consumer market.

Conclusions. Having conducted an analytical study of international treaties governing the use of assisted reproductive technologies, we can state that some of them are only recommendations and are not mandatory for individual countries in the development of national legislation in the field of assisted reproductive technology. However, international treaties governing the procedure of using assisted reproductive technologies state that the use of modern medical advances in science should take place without violating human rights and human freedom, inviolability and dignity. Having studied the international treaties regulating the procedure of using assisted reproductive technologies, we come to the conclusion that the reproductive rights are a type of personal non-property rights of an individual, consisting in the possibility for the individual to freely decide on the possibility of having a child, the number of children as well as the intervals between births, as well as on the use of assisted reproductive technologies.

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1. Výsledky základního výzkumu.
2. Stabilní rozvoj, moderní technologie a ekologie.
3. Průmyslové a manažerské inovace.
4. Ekonomie, sociologie, politologie, veřejná komunikace.
5. Mezinárodní vztahy, státní správa a právo.
6. Filozofie, historie, psychologie, pedagogika, lingvistika.
7. Design, umění a architektury.
8. Fyzika, astronomie, matematika, informatika.
9. Chemie, biologie, fyziologie, medicína, zemědělství.
10. Doprava, spoje, stavebnictví, komunální služby.

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