

employees, or employees. The Compliance Officer combines the functions of a counselor who offers advice to employees and a confessor to them when they are confessing their misconduct.

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## **DELEGATION OF STATE POWERS TO LOCAL SELF-GOVERNMENT: CONTEMPORARY CHALLENGES**

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The necessity of a balance between centralized governance and decentralization in a democratic state is subject to numerous scientific disputes in the field of public administration. However, decentralization, being a prerequisite for membership in the European Union, contributes to local development programs and amplifies the efficiency of local authorities in fulfilling the interests of the population in a certain administrative unit. Simultaneously, some scientists suggest that «centralization and decentralization are not mutually exclusive or dichotomous arrangements for governance» [1, p. 33]. Therefore, the accurate balance between centralized and decentralized arrangements depends on social, economic, and political conditions in the state.

It should be noted that the international legislation provides a possibility for the states to attribute the powers and responsibilities to local authorities in a legitimate way. In this regard, the European Charter of Local Self-Government allows the public responsibilities to be exercised by those authorities which are closest to the citizen. Furthermore, Article 4 of the Charter emphasizes that «allocation of responsibility should weigh up the extent of the task and requirements of efficiency and economy» [2]. Having analyzed the importance of this aspect, we suggest considering the specific challenges that democratic states may deal with during the implementation of decentralization policies.

One of the important aspects is the essence of local self-government based on the specific doctrine prevailing in a certain state. In fact, the municipal bodies

may be state-oriented, community-oriented or dualistic [3, p. 265], and the capacity of delegated authorities would vary due to the level of their autonomy in the state. For instance, the dualistic concept of local self-government promotes local authorities as non-governmental bodies, which have to comply with the state's role by enshrining the interests of the local population. Accordingly, this concept refers to the principle of subsidiarity, which means that the basic competence of local self-government (in the socio-economic and financial field, the fields of health care, education, architecture, agriculture, etc.) may be expanded by the delegation of certain state powers. Nevertheless, in this context, the drawbacks in the implementation of the delegated authorities are quite common and we are going to address the two major ones.

Firstly, the efficient implementation of delegated authorities must be accompanied by sufficient financial, human, and organizational capacity of the local self-government. Indeed, very often the local authorities have to abandon the execution of certain tasks due to either the lack of necessary financial means, which were not supplied by the government or the insufficient professional qualification. In particular, Saunders C. states that «lack of resources, lack of experience and skills, or simply unfamiliarity with what is practically required to run government often impede the capacity of constituent units to carry out the tasks entrusted to them under new decentralization arrangements» [4, p. 13]. In addition, the possible solution for this issue is the detailed legal regulation of the delegation of state authorities as well as the establishment of a contractual form of this process. The latter would ensure the proportionality between the delegated competencies of the state and the financial supplies.

Secondly, the delegation of powers sometimes is the main cause of the local authorities being overwhelmed by the number of functions they have to operate. Consequently, their efficiency decreases failing to implement even the basic tasks assigned to them by the legislation. To reduce the overload of municipal bodies, we propose to apply regular audit procedures in order to outline the factors affecting the efficiency of their performance. The special attention should be drawn to the degree to which policies and programs are appropriately designed and organized to promote decentralized decision making and management; the degree to which central political leaders and bureaucracies support decentralization and the organizations to which responsibilities are transferred [1, p. 52]; the effectiveness of local authorities in terms of fulfilling the interest of the citizen in a certain region, etc.

Summing up, the decentralization is an essential aspect of public administration in a democratic state. The balanced expansion of local authorities' opportunities in governance contributes to the well-being of local populations due to the adjustment of administration to the conditions of a certain region. Although there are some challenges concerning the delegation of powers, further scientific researches in this sphere would assist in the

improvement of this process and advance democratic governance to the next stage.

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