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ACTUAL ISSUES OF DEVELOPMENT OF PUBLIC ADMINISTRATION TO
ENSURE EFFECTIVE TERRITORIAL MANAGEMENT IN UKRAINE

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At the current stage of Ukraine's development, in order to ensure effective territorial management, the task of developing the public administration system, which can be achieved on the basis of the use of innovative tools and digital technologies by authorities, is put forward. In order for government bodies to be able to implement their functions at a high level, their activities must fundamentally change based on the application of new approaches to ensuring the innovative development of the public administration system. All of the above confirms the relevance and timeliness of this study.

The current conditions of Ukraine's development are characterized by the rapid spread of digital technologies in all spheres of its domestic and foreign policy. This creates prerequisites for a fundamental revision of the model of public administration at the state level and at the level of local self-government in order to increase the efficiency of the performed functions of authorities in accordance with new challenges, ensuring democratic procedures and decisions using modern information and communication technologies. The development of the digital society, the relevance of which is growing at a rapid pace in the conditions of martial law, exerts a significant influence on the organization of the interaction of the subjects of socio-economic systems, changes the status and composition of the participants in the communicative process, the principles of their interaction based on network

communication, promotes the openness and development of the market of public services. In such conditions, the digital transformation of public administration is a determining condition for the implementation of effective territorial management in the new reality, which depends on the effectiveness of the processes of digitization of society's vital activities, as well as the state's competitiveness and its ability to integrate into the global economic environment.

Despite certain achievements in reforming public administration on the basis of digitalization, Ukraine still has a long way to go in introducing innovative tools and digital technologies, as a significant number of authorities still use outdated systems and technologies that need to be replaced. Public administration in conditions of growing number of tasks, initiatives, projects and simultaneous optimization of costs should be based precisely on technological and digital forms of ensuring its uninterrupted functioning. It is also appropriate to focus special attention on the organizational arrangement of innovative activities of authorities, the implementation of digital technologies in their activities and the rational use of digital potential, the creation of a favorable innovative environment in the system of authorities. At the same time, the synergistic potential of mobile, cloud technologies, data analysis technologies, and the Internet of Things individually and collectively can lead to transformational changes in the public administration system and make it more effective.

Digitization is one of the important factors in increasing the efficiency of the process of implementation of the policy of the state and its territories. The impact of digitalization on the authorities that implement territorial management is reflected not only in the change in the way public officials act and their interaction with citizens, but also in the implementation of digital innovation tools in the activities of authorities. Therefore, the digital transformation of the public administration system should be based on the implementation of a set of actions aimed at improving and modernizing all its processes, and the introduction of information and communication technologies in order to increase the effectiveness of the activity of the authorities and, as a result, the quality of public services. Under these conditions, public servants

must take on new roles and responsibilities, and therefore must be ready to master innovative technologies and acquire digital competencies. In the context of the above, the paper proposes the directions of innovative development of public administration for the implementation of effective territorial management in Ukraine on the basis of digitalization: implementation of innovative personnel policy in authorities; the use of modern information and communication technologies to increase the level of professional mobility of employees during innovative activities; introduction of management innovations by authorities to increase the capacity of communities and reduce the deficit of local budgets; activation of project activities of authorities; improvement of institutional support for innovative activities in government bodies. Along with this, for the implementation of innovations related to the digitalization of public administration, it is necessary to assess the digital maturity of public officials and government bodies as a whole.

Thus, the work proves that an important prerequisite for the stable operation of the public administration system in the conditions of martial law is ensuring the effective functioning of the authorities in the country, which can be achieved through the implementation of effective innovative activities on the basis of digitalization. The author proposed directions for the innovative development of public administration, which will increase the effectiveness of public servants and achieve the effectiveness of territorial administration in Ukraine under martial law. It is substantiated that for the implementation of innovations related to the digitalization of public administration, it is expedient to assess the digital maturity of public servants and government bodies as a whole. All of the above will make it possible to increase the effectiveness of the public administration system on the basis of digitalization and achieve high social development in the country.

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