

UDC 35(477)(06)

DEVELOPMENT AND IMPLEMENTATION OF INNOVATIVE TOOLS AND  
TECHNOLOGIES BY PUBLIC GOVERNMENT BODIES TO ENSURE  
EFFECTIVE PUBLIC MANAGEMENT

Shumskaya Anna,

Candidate of economic sciences, associate  
professor, associate professor

of State Governance, Public Administration and  
Economic Policy Department

S. Kuznets KhNUE

Ensuring effective public management in Ukraine is one of the main directions of accelerating the pace of development of its national economy, getting out of crisis situations, solving social problems in conditions of shortage of material and financial resources. This is especially important in the conditions of the state of war in which our country is. That is why the sustainable socio-economic development of the national economy in Ukraine must first of all be based on a large-scale, rapid and timely update of the content of public management through the development and implementation of innovative tools and technologies by public authorities. Under these conditions, the effective implementation of innovative activities by public authorities should become the basis for achieving the socio-economic development of the national economy of Ukraine and creating the prerequisites for European integration. This substantiates the relevance of this study.

Reforms of society and its individual spheres, which are being actively implemented in Ukraine, should have a comprehensive nature, and their effectiveness will depend on the effectiveness of the implementation of innovative processes in the activities of public authorities. In this context, it should be noted that without the introduction of relevant innovations in the system of public authorities (for the executive bodies of local self-government of united territorial communities, these are

innovations in the field of managing the socio-economic potential of the territory), which are especially necessary in the context of reforms, the authorities will not be able to ensure the provision of high-quality public services to the country's population, as well as achieve a high level of social development and build a civil society in Ukraine. It should be noted that the use of this or that innovative tool, management technology, approach to management, form, method of work of public authorities in practice should be based not only on taking into account accumulated global experience and available financial resources, but also on taking into account the peculiarities of their work, which will ensure the effectiveness and efficiency of the implementation of innovative activities by public authorities. At the same time, the effectiveness of the innovative activity of public authorities consists in creating favorable conditions for the sustainable development of the national economy in accordance with the strategic goals and objectives of the state with minimal costs for the implementation of this activity by improving the work of public authorities (for example, the use of one or another innovative tool, management technology, approach to management, form, method of work of authorities). Among the main obstacles to the implementation of an effective innovation policy and the introduction of innovative tools and technologies by public authorities in Ukraine, we can highlight [1 – 6]: instability of the political and operational sphere; imperfect regulatory framework in the sphere of innovation stimulation and support; ineffective institutional support of innovative activity in government bodies; insufficiently effective HR policy to reduce staff resistance to innovations in government bodies; insufficient level of motivation of the personnel of the authorities regarding the acquisition and application of new competencies in the field of innovation, etc. So, it is possible to note some improvements (reduction of barriers) for the development of innovations in Ukraine, however, in order to fully implement public management under the conditions of reforms, authorities need to use a comprehensive approach to ensure effective innovative activity, which will allow not only to increase the effectiveness of the public management system as a whole, but also to achieve high socio-economic development of the national economy.

Today, Ukrainian realities show the need to improve certain aspects of ensuring effective innovative activities of authorities in the country, which will allow to increase the effectiveness of the system of public management and administration in the conditions of reforms, among which it is appropriate to highlight the following: ensuring the effective implementation of public-private partnership mechanisms, the development of scientific and innovative cooperation the state and non-state sector of science, higher education institutions with the real sector of the economy based on the harmonization of regulatory and legal support in the country; the implementation of an innovative personnel policy by the authorities, which is aimed at strengthening the professional orientation (obligatory formation of civic competences) and activating the work of potential innovators; creation of innovation activity offices within government bodies to strengthen institutional support for innovation activity in government bodies; introduction of innovative culture in government bodies to achieve openness and readiness of personnel for innovations; the use of the mechanism of electronic governance in government bodies and modern information and communication technologies during the implementation of their innovative activities; introduction of project management methodology to increase the financial capacity of authorities.

Based on the above and taking into account relevant scientific developments [4 – 6], it should be noted that in order to increase the quality and effectiveness of innovative activity in government bodies, it needs adequate support (regulatory, institutional, personnel, motivational, scientific-methodical, financial, information and communication). This can be achieved by:

harmonization of regulatory and legal support in the country on the basis of ensuring effective implementation of mechanisms of public-private partnership, development of scientific and innovative cooperation of the state and non-state sectors of science, institutions of higher education, scientific institutions with the real sector of the economy;

improvement of the institutional support of innovative activity in public authorities based on the creation of virtual productive units in their organizational

management structures, in particular, offices of innovative activity [supplemented on the basis of [4]];

the implementation of a full-fledged innovative personnel policy in the authorities, which will be aimed not only at strengthening the professional orientation and activating the work of potential innovators, but also at creating a motivational environment for the activation of the implementation of innovations, which directly depends on the socio-economic development of the national economy, as well as competitiveness the country as a whole;

increasing the motivation of innovators in the authorities, which will allow to achieve significant social and economic effects during the implementation of the state economic policy in Ukraine. In addition to the sphere of motivation for the creative activity of public officials of authorities, innovative changes should also touch on benchmarks and indicators of the performance of duties by public officials, issues of corporate culture with the formation of a new ethics of public service;

strengthening of scientific and methodological support of innovative activities in public authorities based on the introduction of innovative culture in authorities to achieve openness and readiness of personnel for innovations;

improvement of information and communication provision of innovative activities in authorities based on the large-scale introduction of modern information and communication technologies, which will accelerate the transition to a full-fledged «e-government» and increase the level of professional mobility of employees during innovative activities; improvement of financial support for innovative activities in government bodies based on the active implementation of the methodology of the project approach to increasing the financial capacity of government bodies (development and implementation of regional development projects, grantwriting, etc.). This, in turn, will help reduce the financial burden on the state budget (reducing the amount of subsidies to local budgets and budgets of united territorial communities from the state) and will contribute to greater state support for the real sector of the economy [supplemented on the basis of [6]].

Based on the above, a connection is defined between the process of achieving sustainable development of the national economy and the process of ensuring effective innovative activity of authorities, which is based on the implementation of effective public management and administration (effective innovative processes in the system of public management and administration ensure the achievement of sustainable socio-economic development of the national economy).

At the same time, a separate place is allocated to the process of implementing an innovative personnel policy, which is based on: managing the professional competence of public servants (using a scale for assessing the level of competence of public servants and adjusting this level), assessing the state of readiness of public servants for innovations (choosing certain assessment criteria) and management resistance to innovations in the authorities. The main goal of the implementation of the specified innovative personnel policy is to form the ability (set of professional competencies) of public servants to act in modern conditions of social development and to be open to the introduction of relevant innovations. All this will allow creating a favorable innovative environment within the authorities responsible for the performance of important social, economic and other functions in Ukraine, and, as a result, more rational use of available internal and external resources to achieve high socio-economic development of the national economy.

Thus, an important prerequisite for the stable operation of the system of public management and administration in the conditions of reforms is the substantiation of the conditions for ensuring the effective functioning of authorities in the country, which can be achieved through the development and implementation of innovative tools and technologies by public authorities. Therefore, it is innovative activity that determines the further development of authorities responsible for the performance of important functions (social, economic, etc.) in Ukraine. The study reveals the importance of increasing the effectiveness of innovative activities in government bodies for the implementation of effective economic policy of the state and the achievement of high socio-economic development of the national economy of Ukraine. The author's approach to ensuring effective innovative activity in

government bodies is proposed in the work, which focuses on improving regulatory, institutional, personnel, motivational, scientific-methodical, informational, communication and financial support for innovative activity in government bodies. The use of this approach to ensuring effective innovative activity in the authorities will allow to achieve sustainable development of the national economy in the country.

#### REFERENCES:

1. Управління стратегічним розвитком об'єднаних територіальних громад: інноваційні підходи та інструменти: монографія / С. М. Серьогін, Ю. П. Шаров, Є. І. Бородін, Н. Т. Гончарук [та ін.]; за заг. та наук. ред. С. М. Серьогіна, Ю. П. Шарова. Дніпро : ДРІДУ НАДУ, 2016. – 276 с.
2. Геєць В. М. Феномен нестабільності – виклик економічному розвитку [Текст] : монографія / В. М. Геєць. Київ : Ін-т економіки та прогнозування НАН України, 2020. – 456 с.
3. Global Innovation Index (2021). – URL: <https://nrat.ukrintei.ua/globalnyj-innovacijnyj-indeks-2021/> (дата звернення: 18.09.2022)
4. Шумська Г. М. Концептуальні засади здійснення інноваційної діяльності органами публічної влади як основи соціально-економічного розвитку України / Г. М. Шумська // Економіка та суспільство. – Випуск 18. – Мукачево : Мукачівський державний університет, 2018. – С. 432 – 442.
5. Публічне управління та адміністрування у забезпеченні регіонального розвитку: монографія / Н. Л. Гавкалова, Г. М. Шумська, В. І. Мельник та ін.; за заг. ред. докт. екон. наук, професора Н. Л. Гавкалової. Харків: ХНЕУ ім. С. Кузнеця, 2019. – 390 с.
6. Шумська Г. М. Теоретичні аспекти забезпечення дієвої інноваційної діяльності органами публічної влади як основи розвитку національної економіки // Інфраструктура ринку. – Випуск 43. – Одеса : Причорноморський науково-дослідний інститут економіки та інновацій, 2020. – С. 94 – 101.

**The conference proceedings are published in the author's editions.**