

Shumska Hanna, Candidate of economic sciences, associate professor, associate professor of State Governance, Public Administration and Economic Policy Department, Simon Kuznets Kharkiv National University of Economics, 61166, Kharkov, Ave. Nauki, 9-a, tel: (099)46-79-496, e-mail: shumskaya.an@gmail.com, <https://orcid.org/0000-0001-7967-9009>

SCIENTIFIC SUBSTANTIATION OF PRIORITY AREAS OF DEVELOPMENT OF THE NATIONAL ECONOMY BASED ON ENSURING EFFECTIVE PUBLIC ADMINISTRATION IN UKRAINE

Abstract. The purpose of the study is to scientifically substantiate the leading areas of development of the national economy of Ukraine under martial law and the implementation of systemic reforms based on the formation of an effective system of public administration as a strategic basis for ensuring sustainable social development of the state. The article highlights the importance of increasing the efficiency of innovation activity in public authorities as a key factor in ensuring the effective functioning of the public management and administration system in Ukraine. The existence of a direct connection between the innovation activity of authorities and the achievement of sustainable socio-economic development of the national economy, which is based on the implementation of effective public management, is substantiated. The work identifies the main barriers to the implementation of innovation policy in conditions of martial law and transformation processes caused by the implementation of reforms. An improved comprehensive approach to ensuring effective innovation activity of public authorities has been formed, which, unlike traditional approaches, is focused on the modernization of key components of support: regulatory, anticorruption, institutional, personnel, motivational, scientific and methodological, information and communication, financial and marketing. The proposed approach will contribute to the formation of an innovation environment that will ensure sustainable development of the state economy. The research identified priority areas for the development of the national economy, focused on increasing the efficiency of innovative activities of government bodies in the face of external and internal challenges. Among them: the implementation of an innovative personnel policy to form professional competence and reduce resistance to changes of public servants; the use of modern information and communication technologies to enhance personnel mobility; the introduction of management innovations to increase the capacity of territorial communities and optimize budget support; the activation of anti-corruption activities; the improvement of marketing tools, in particular territorial marketing; the development of a project approach in the activities of government bodies; the strengthening of institutional support for innovations as a tool for coordination and the formation of a favorable environment for innovations in the country.

Keywords: national economy, public management and administration,

effective innovative activities in government bodies, territorial marketing, professional competencies of public servants, readiness of public servants for innovations, anti-corruption culture of public servants

Шумська Ганна Миколаївна, кандидат економічних наук, доцент, доцент кафедри державного управління, публічного адміністрування та економічної політики, Харківський національний економічний університет імені Семена Кузнеця, 61166, м. Харків, пр. Науки 9а, тел.: (099)46-79-496, e-mail: shumskaya.an@gmail.com, <https://orcid.org/0000-0001-7967-9009>

НАУКОВЕ ОБҐРУНТУВАННЯ ПРІОРИТЕТНИХ НАПРЯМІВ РОЗВИТКУ НАЦІОНАЛЬНОЇ ЕКОНОМІКИ НА ОСНОВІ ЗАБЕЗПЕЧЕННЯ ДІЄВОГО ПУБЛІЧНОГО УПРАВЛІННЯ В УКРАЇНІ

Анотація. Метою дослідження є наукове обґрунтування провідних напрямів розвитку національної економіки України в умовах воєнного стану та реалізації системних реформ, що базуються на формуванні ефективної системи публічного управління як стратегічної основи забезпечення сталого суспільного розвитку держави. У статті висвітлено важливість підвищення ефективності інноваційної діяльності в органах публічної влади як ключового чинника забезпечення результативного функціонування системи публічного управління та адміністрування в Україні. Обґрунтовано наявність прямого зв'язку між інноваційною активністю органів влади та досягненням сталого соціально-економічного розвитку національної економіки, що ґрунтується на реалізації ефективного публічного управління. У роботі ідентифіковано основні бар'єри на шляху реалізації інноваційної політики в умовах воєнного стану та трансформаційних процесів, зумовлених впровадженням реформ. Сформовано удосконалений комплексний підхід до забезпечення результативної інноваційної діяльності органів публічної влади, який, на відміну від традиційних підходів, зосереджений на модернізації ключових складових забезпечення: нормативно-правової, антикорупційної, інституційної, кадрової, мотиваційної, науково-методичної, інформаційно-комунікаційної, фінансової та маркетингової. Запропонований підхід сприятиме формуванню інноваційного середовища, що забезпечить сталий розвиток економіки держави. У межах дослідження визначено пріоритетні напрями розвитку національної економіки, орієнтовані на підвищення ефективності інноваційної діяльності органів влади в умовах зовнішніх і внутрішніх викликів. Серед них: впровадження інноваційної кадрової політики для формування професійної компетентності та зниження опору змінам публічних службовців; застосування сучасних інформаційно-комунікаційних технологій задля посилення мобільності персоналу; запровадження управлінських інновацій задля підвищення спроможності територіальних громад та оптимізації бюджетного забезпечення; активізація антикорупційної діяльності; вдосконалення маркетингових інструментів, зокрема територіального маркетингу; розвиток проектного підходу у діяльності органів влади; посилення інституційної підтримки

інновацій як інструменту координації та формування сприятливого середовища для інновацій у країні.

Ключові слова: національна економіка, публічне управління та адміністрування, дієва інноваційна діяльність в органах влади, територіальний маркетинг, професійні компетентності публічних службовців, готовність публічних службовців до нововведень, антикорупційна культура публічних службовців

Introduction. The effective functioning of the public administration system in Ukraine is one of the key factors contributing to the acceleration of the pace of national economic development, overcoming crisis phenomena and solving social problems in conditions of limited material and financial resources. In this regard, ensuring sustainable socio-economic development of the state and successful implementation of reforms should be based on a comprehensive, dynamic and timely renewal of the content of public administration on the principles of innovative development. Under such conditions, the innovative activity of public authorities should be considered as a fundamental factor in the economic growth of the state and the formation of the prerequisites for its European integration. Therefore, in the conditions of martial law and transformation processes taking place in the country, the scientific substantiation of priority areas of national economic development acquires particular importance.

Analysis of recent research and publications. Theoretical and applied aspects of implementing innovative activities in public authorities, in particular in the context of ensuring the development of the national economy, have been studied by domestic and foreign scientists, such as: K. Blishchuk, S. Gazarian, V. Geyets, I. Degtyarova, M. Kyzym, P. Krush, Yu. Kuts, V. Mamonova, A. Nikiforov, M. Petryshyna, E. Rogers, S. Seryogin, V. Tarasevich, Yu. Sharov [1 – 11] and others. At the same time, a number of key theoretical and applied aspects related to ensuring effective innovative activity of public authorities in Ukraine still remain insufficiently covered. Special attention is required to the issue of forming an effective public administration system as one of the determining factors for ensuring sustainable development of the national economy under martial law and in the context of implementing structural reforms. The totality of these circumstances determines the relevance and target orientation of the conducted scientific research.

Setting objectives. The purpose of the research is to scientifically substantiate the leading directions of development of the national economy of Ukraine under martial law and the implementation of systemic reforms based on the formation of an effective public administration system as a strategic basis for ensuring sustainable social development of the state.

Presenting main material research. At the current stage of Ukraine's development, increasing the efficiency of public administration as a key condition for activating the socio-economic development of the national economy is of priority importance. This process should be based on the development and implementation of innovative management tools and technologies in the activities of public authorities.

Of particular relevance is the organizational arrangement of the innovative activities of public institutions, the effective use of the socio-economic potential of territories, in particular, united territorial communities, as well as the formation of a favorable innovation environment in the public administration system.

System reforms being implemented in Ukraine should be characterized by complexity, and their effectiveness directly depends on the level of innovation of management processes. In the absence of appropriate innovations in the structure of public authorities – especially in conditions of martial law – it is impossible to ensure the proper quality of public services, achieve high social standards of development, or create an effective civil society. The introduction of innovations will contribute to the formation of strong state power in combination with capable self-governing communities, which, in turn, will become the basis for sustainable growth of the national economy. The application of innovative tools, management technologies, methods and approaches in public administration should be carried out taking into account both world experience and financial capabilities, and the specifics of the functioning of public authorities. This will ensure the practical efficiency and effectiveness of their innovative activities. At the same time, the effectiveness of innovative development lies in creating conditions for sustainable economic growth based on achieving strategic goals of state policy with optimal use of resources and improving management processes. To conduct a comparative analysis of statistics on the rating of Ukraine in the innovation sector among other countries of the world, it is advisable to refer to the reports of the "Global Innovation Index" for the last few years [12 – 16]. Thus, according to the published annual report "Global Innovation Index 2024", which compared the innovation activity of 133 countries and economies of the world, the most innovative countries in 2024 were recognized as Switzerland, Sweden, the USA, Singapore, Great Britain, the Republic of Korea, Finland, the Netherlands, Germany, Denmark (top ten). In 2024 Ukraine ranked 60th, down five places compared to last year's report, and in the "below average" income group, it ranked 4th after India, Vietnam, and the Philippines. Of particular note are Ukraine's positions in various parameters within the Global Innovation Index (the position occupied by Ukraine): regulatory environment – 106th position (down 31 places); business environment – 84th position (up 15 places); human capital and research – 54th position (down 7 places); education – 43rd position (down 12 places); R&D – 69th position (down 1 place); information and communication technologies – 56th position (up 3 places); knowledge and research results - 34th position (up 11 places) [15 – 16].

Analysis of the dynamics of Ukraine's positions in international innovation rankings in recent years [12 – 16] indicates the presence of significant potential for innovative progress, which is extremely important for the sustainable development of the Ukrainian economy, especially in the conditions of martial law and in the context of reforms being implemented in our country. At the same time, Ukraine is also faced with serious challenges: limited financing of innovation activities, insufficient state support for innovation initiatives, weakness of mechanisms for their implementation in practical level and further commercialization, low knowledge intensity of Ukraine's GDP, as well as insufficient level of interaction between innovative

business and scientific institutions. Among the key factors that complicate the implementation of effective innovation policy in Ukraine in modern conditions, it is also necessary to highlight: political and operational instability; imperfection of the regulatory and legal framework in the field of innovation support; weak institutional support for innovation activity in government bodies; ineffective personnel policy that does not help overcome resistance to innovation from personnel; low level of motivation of employees to acquire and implement new knowledge and competencies in the innovation sphere. Thus, some improvements can be noted (reduction of barriers) for the development of innovation in Ukraine, however, for the full implementation of public administration in modern conditions in Ukraine, government bodies need to use an integrated approach to ensuring effective innovation activity, which will allow not only to increase the effectiveness of the public administration system as a whole, but also to achieve high socio-economic development of the national economy.

The current realities of Ukraine's development necessitate the improvement of certain components of ensuring effective innovation activities of state authorities, which, in turn, will contribute to increasing the effectiveness of the public management and administration system under martial law and in the process of implementing reforms. Priority areas for improvement include: ensuring the effective functioning of public-private partnership mechanisms; developing scientific and innovative interaction between the state and non-state scientific sectors, higher education institutions and the real sector of the economy by harmonizing regulatory and legal regulation in this area; strengthening the processes of combating and combating corruption based on updating and improving the relevant legislative framework, further implementing innovative electronic governance technologies taking into account the experience of leading countries in the world, using modern effective mechanisms of public control to ensure transparency and accountability of government activities and more effective use of budget funds; implementing an innovative personnel policy aimed at increasing the level of professional competence of public servants, in particular through the formation of civic competencies and stimulating active participation in innovative development processes; creation of innovation offices within the structure of government bodies in order to strengthen institutional support for the implementation of innovations; formation of an innovation culture that will ensure openness to change and readiness of personnel to implement innovations; active use of e-government tools and modern information and communication technologies in the process of implementing innovation projects; introduction of project management approaches as a factor in strengthening the financial capacity of public authorities; improvement of marketing support for innovation activities of government bodies through the effective use of marketing tools in their work with a special emphasis on the advantages of territorial marketing, which will contribute to development of territories and further economic growth of Ukraine.

Based on the above and taking into account relevant scientific developments [17 – 19], it should be noted that in order to improve the quality and effectiveness of innovative activities in government bodies, proper support is required (regulatory,

institutional, personnel, motivational, scientific and methodological, financial, information and communication, marketing, anti-corruption). This can be achieved by: 1) improving the regulatory and legal support in the country, which should be based on the harmonization of national legislation with the legal acts of the European Union. In addition, it is necessary to actively implement mechanisms of partnership and cooperation, in particular in the format of public-private partnership and interaction between the state, scientific and educational institutions and the real sector of the economy in the field of science and innovation;

2) strengthening the fight against corruption in Ukraine under martial law by: introducing changes and additions to the relevant legislative support for this process (improving the regulatory and legal provisions that regulate the mechanisms for preventing and combating corruption, and liability for committing corruption violations); further use of innovative e-government technologies, based on the experience of developed foreign countries and using funding from European Union funds; introducing polygraph tests for civil servants; introducing effective control mechanisms by public organizations that have high trust of citizens; consolidating in the practice of government bodies the transparent publication of reports on the distribution of financial assistance for the reconstruction of Ukraine by areas and regions, territorial communities; forming an anti-corruption culture among public servants and citizens of Ukraine in general;

3) improving the institutional support for innovation in public authorities based on the creation of virtual effective units in their organizational management structures, in particular, innovation offices [supplemented on the basis of [17]]. The creation of such offices is of particular importance in the context of digitalization, as they can become the main centers for the implementation of innovative solutions and contribute to the sustainable development of the territories of Ukraine. Their introduction is also a response to the low level of communication within government structures, which hinders innovation processes in Ukraine. In addition, the introduction of innovation offices will allow: to accelerate the implementation of digital and technological solutions in public administration; to ensure transparency of responsibility for the results of innovations; to increase the professional level of civil servants, in particular with regard to digital competencies; to strengthen control and analytics of the results of innovation activities, as well as to use Ukraine's limited resources more effectively;

4) implementing a full-fledged innovation personnel policy in public authorities, which should be aimed not only at increasing professional orientation and stimulating the activities of potential agents of change among public employees, but also on the formation of their effective motivational environment, which will contribute to the active implementation of innovations. It is on this that the pace of socio-economic development of the national economy and the increase in the overall competitiveness of the state directly depend;

5) strengthening the motivation of innovators in the structures of public authorities, which will contribute to achieving significant social and economic results in the process of implementing the state economic policy of Ukraine. In addition to improving the system of stimulating the creative and innovative activities of public

servants, approaches to determining benchmarks and indicators of the effectiveness of the performance of official duties, as well as elements of corporate culture, should also undergo transformations, in particular by forming a new ethics of public service;

6) strengthening scientific and methodological support for innovative activities in public authorities, which should be carried out by introducing an innovative culture that will ensure openness and readiness of personnel to implement innovations. Among the main factors that determine the level of innovative activity of public servants, the formation of organizational features should be distinguished: culture, national mentality, which determine the attitude to change, socio-economic environment, level of education, value system, worldview, as well as individual susceptibility to change;

7) optimization of information and communication support for innovation activities in public authorities, which should be carried out through the large-scale implementation of modern information and communication technologies. This will help accelerate the transition to an effective model of "E-government" and ensure the growth of professional mobility of public servants in the process of implementing innovations. The formation of a high level of innovation culture of public servants should occur through the implementation of systematic professional training with an emphasis on digital competencies - both within the framework of advanced training programs and through obtaining a second (master's) education in the field of public management and administration. This approach will contribute to the activation of innovative activities in government bodies, increasing the effectiveness of public administration, which, in turn, will ensure an increase in the quality of public services and contribute to the achievement of sustainable development goals in Ukraine;

8) improving financial support for innovative activities of public authorities, which should be carried out through the active implementation of a project-oriented methodology aimed at increasing their financial capacity, in particular through the development and implementation of regional development projects, attracting grant resources, etc. The use of this approach creates the prerequisites for a more effective redistribution of budget resources in favor of the development of the real sector of the economy, stimulates economic growth and ensures the formation of conditions for sustainable social development of Ukraine [supplemented and improved on the basis of [19]];

9) improving marketing support for innovative activities of public authorities, which should be based on the systematic and effective application of modern marketing tools in management processes, with special emphasis on the opportunities and advantages of territorial marketing as a mechanism for increasing the attractiveness of regions and mobilizing internal potential for innovative development. This will contribute to the development of territories and further economic growth of Ukraine. Modern public administration considers the territory as an economic resource and an economic entity to which special planning methods are applied. This opens up space for the introduction of innovative management solutions (territorial marketing, anti-crisis management, the image of territories, the creation of competitive strategies, etc.). The need to improve the marketing support of the innovative activities of government bodies is due to a number of factors: the

expansion of the powers of communities in the context of decentralization, increased competition for investments, limited resources, increased mobility of labor resources and the growing role of communications and specialization. In such conditions, it is advisable to apply a marketing approach to public management of territorial development, which combines the classic marketing mix with the characteristics inherent in specific types of territories. This will allow expanding the tools of management decisions, transforming management approaches and determining strategic guidelines aimed at the sustainable development of Ukraine in the interests of current and future generations.

Taking into account the above, a relationship has been established between achieving sustainable development of the national economy and ensuring effective innovation activities of public authorities, which is implemented through the implementation of effective public management and administration. It is the active functioning of innovation processes in the public management system that is a determining factor in ensuring stable socio-economic progress of the country. A special role in this context is played by the implementation of innovative personnel policy, which should be based on the management of professional competence of public servants (in particular, by introducing systems for assessing their professional level and subsequent adjustment), analyzing the level of their readiness to implement innovations (based on specific criteria) and managing resistance to innovative changes in government bodies. The main goal of such a policy is to form the ability of public servants to act effectively in the conditions of modern challenges and transformations, to be open to innovations and able to initiate them. The implementation of this approach creates the basis for the formation of a favorable innovation environment within government bodies responsible for performing important social and economic functions, which, in turn, will ensure more effective use of internal and external resources to achieve high indicators of socio-economic development of the national economy.

Conclusion. The study substantiates that an important condition for the stable functioning of the public management and administration system in martial law and in the context of implementing national reforms is the formation mechanisms that ensure the effective activity of government bodies. Such effectiveness, in turn, is possible only if innovative approaches are actively implemented in the activities of public authorities. It is innovation that is a key factor in the further development of state institutions that perform important social, economic and other functions in Ukraine. The study focuses on the importance of increasing the efficiency of innovation in government bodies as one of the key factors in implementing state economic policy and achieving sustainable socio-economic development of the national economy. The analysis of international innovation rankings showed the presence of significant innovation potential in Ukraine, but at the same time it confirmed the presence of numerous barriers that prevent our country from entering the leading positions in world indices. The main obstacles include: political and operational instability; imperfect regulatory framework in the field of innovation stimulation; weak institutional support for innovation; insufficiently effective fight against corruption in the country; ineffective personnel policy that does not take into

account the need to overcome personnel resistance to innovations; low level of motivation to master new competencies in the field of innovation, etc. Taking into account the identified problems, the author's vision of improving the processes of ensuring effective innovative activity of public authorities is proposed, which is characterized by complexity and involves the modernization of regulatory, anti-corruption, institutional, personnel, motivational, scientific and methodological, information and communication, financial and marketing support. The proposed approach is aimed at strengthening the innovative potential of authorities and, as a result, ensuring sustainable development of the national economy. The work also highlights the close relationship between achieving sustainable development of the national economy and ensuring effective innovative activity of public authorities, which is implemented through the implementation of effective public management and administration. It is emphasized that innovative renewal of the public administration system is a necessary condition for ensuring sustainable development of the state. The study scientifically substantiates the priority areas of development of the national economy, based on increasing the efficiency of innovative activities in government bodies, which will allow achieving a high level of social welfare even in conditions of martial law and ongoing transformation processes in Ukraine.

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