

захисту прав інтелектуальної власності та певні розбіжності в законодавстві наряду із бюрократичними процедурами впливають на активність інноваційно-інвестиційної діяльності. Отже, оцінка ефективності публічного управління інноваційним розвитком регіону та відповідних механізмів регулювання передбачає не лише орієнтацію на показники статистики інноваційної діяльності та активності наукового пошуку і досліджень, а оцінку внеску регіональних структур у розвиток інноваційної активності та забезпечення інноваційного процесу із врахуванням позитивних та негативних результатів.

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STRATEGIC TRANSFORMATION OF PUBLIC ADMINISTRATION FOR THE IMPLEMENTATION OF CONSTRUCTION INDUSTRY DEVELOPMENT POLICY

Macroeconomic instability, destruction of infrastructure as a result of military actions, reduction of investment volumes and constant personnel shortage lead to a decrease in construction volumes. In these conditions, the problem goes beyond the economic sphere and acquires a public-administrative character. The use of traditional administrative approaches focused on regulatory

control and permitting procedures does not ensure environmental balance, technological modernization of the industry and the introduction of environmental innovations and innovative management solutions.

The public administration of the implementation of the construction industry development policy must be transformed from a control tool into an effective mechanism for strategic development while combining economic, environmental and social goals. In the context of martial law and post-war reconstruction, the processes of rational coordination of investment flows, setting priorities and ensuring compliance with sustainable development standards are very relevant. Insufficient coordination of public decisions and the absence of digital monitoring tools lead to inefficient use of budget resources. The interaction of public and private investments in the implementation of sustainable development policies and mechanisms for assessing the effectiveness of administrative instruments in this context require a deeper analysis.

Despite a significant amount of scientific research in the field of construction and sustainable development, a number of issues remain insufficiently studied. In particular, there is a lack of comprehensive assessments of the effectiveness of the implementation of "green" standards in construction from the standpoint of economic feasibility and environmental safety; mechanisms for integrating digital technologies into public administration processes are insufficiently studied; risk management models in martial law and crisis situations in the construction sector are insufficiently developed. Thus, the current state of scientific developments indicates the need for further comprehensive research into the strategic transformation of public administration aimed at ensuring the sustainability, adaptability and economic efficiency of the construction industry of Ukraine.

A comprehensive analysis of the state of the construction industry in Ukraine shows that the implementation of sustainable development policy cannot be based on isolated management decisions. The development of the industry takes place against the backdrop of numerous challenges that question the effectiveness of existing legal and management mechanisms and put forward new requirements for strategic public administration.

Strategic public management in the field of sustainable development of the construction industry of Ukraine faces a set of challenges that include socio-economic (lack of qualified personnel, limited funding and uneven development of regions) and technological and environmental (implementation of digital management systems (BIM, ERP, project monitoring) and compliance with "green" construction standards) challenges.

Existing approaches either boil down to regulatory regulation or focus on financial incentives or digitalization of individual processes, which does not

ensure the long-term sustainability of construction enterprises. It is advisable to form a comprehensive model of public administration tools that integrates legal, institutional, digital, financial and economic and risk-oriented components into a single management system.

The author's model of public administration tools [1 - 7], which ensures the comprehensive implementation of the policy of sustainable development of the construction industry of Ukraine, includes the following groups:

- regulatory and legal instruments (framework legislation in the field of sustainable development and construction, green construction standards, energy efficiency standards and regulations for the digitalization of construction processes);

- institutional tools (creation of a single coordination body, establishment of interdepartmental interaction and development of public-private partnership mechanisms ensure coordinated actions, avoidance of duplication of functions and increase the efficiency of management decisions);

- digital tools (the use of BIM technologies, state digital platforms and analytical systems ensures transparency of processes, supports digital transformation of management and promotes innovative development of enterprises in the construction industry);

- financial and economic instruments (state guarantees, "green" bonds, tax incentives and mechanisms for attracting private investment);

- risk-oriented tools (crisis management, security protocols, backup funding mechanisms and scenario planning).

The causal relationship between all groups of instruments is that the effectiveness of the system is determined by the synergy of components: the absence or insufficient implementation of at least one element undermines the operation of the entire system, creating risks of inconsistency, legal uncertainty and financial losses.

The proposed model provides for multi-level implementation of public administration tools at the national, regional and local levels with a clear demarcation of powers between management entities. Regulatory and legal instruments form uniform rules for the functioning of the industry; institutional ones ensure coordination and consistency of actions; digital ones ensure transparency and control; financial and economic ones ensure resource capacity; risk-oriented ones ensure the stability of the system in conditions of military threats.

The absence or insufficient development of at least one of these components leads to a decrease in the efficiency of the entire public administration system, which confirms the need for a comprehensive, rather than a fragmented

approach. The application of the model allows for the development of more accurate strategic plans, the coordination of public and private projects, and the integration of "green" standards and digital technologies into the everyday practice of public administration, which meets modern challenges and international management practices.

The strategic transformation of public administration for the implementation of the construction industry development policy of Ukraine integrates regulatory, institutional, digital, financial, economic and risk-oriented tools into a single management system focused on restoration and long-term modernization. The synergy of these components will ensure sustainability, innovative development and environmental safety of construction industry enterprises through strategic public administration, which combines innovation, environmental safety, effective risk management and integrated state policy aimed at restoration and modernization.

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