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**НАПРЯМИ ЗАБЕЗПЕЧЕННЯ ДІЄВОСТІ СИСТЕМИ ПУБЛІЧНОГО
АДМІНІСТРУВАННЯ ЯК ОСНОВИ ЕФЕКТИВНОГО
ТЕРИТОРІАЛЬНОГО УПРАВЛІННЯ В УКРАЇНІ**

**DIRECTIONS FOR ENSURING THE EFFECTIVENESS OF THE PUBLIC
ADMINISTRATION SYSTEM AS THE BASIS OF EFFECTIVE
TERRITORIAL ADMINISTRATION IN UKRAINE**

Обґрунтовано пріоритетні напрями забезпечення дієвості системи публічного адміністрування як запоруки здійснення ефективного територіального управління, що дасть змогу підвищити якість надання публічних послуг громадянам та досягти сталого розвитку в Україні. Доведено, що важливою передумовою стабільної роботи системи публічного адміністрування в умовах воєнного стану та швидких темпів поширення цифровізації в Україні є забезпечення результативного функціонування органів влади в країні. Запропоновано комплексний методичний підхід щодо підвищення результативності системи публічного адміністрування в умовах цифровізації, який заснований на удосконаленні нормативно-правового, інституційного, науково-методичного, маркетингового, кадрового, мотиваційного, фінансового, інформаційно-комунікаційного аспектів забезпечення дієвої інноваційної діяльності органів влади в Україні.

Ключові слова: публічне адміністрування, територіальне управління, циф-

ровізація, дієва інноваційна діяльність в органах влади, територіальний маркетинг

In conditions of martial law, the importance of optimizing the processes of managing the state and its territories is increasing. No less important is the updating of the content of the public administration system, the effective provision of which leads to the success of territorial administration in the country. This poses new challenges to the public administration system in Ukraine and requires substantiation of the directions for ensuring its effectiveness as a guarantee of effective territorial administration in Ukraine. That is why the task of increasing the effectiveness of the public administration system is put to the fore, which can be achieved on the basis of the development and introduction of innovative tools and digital technologies by public authorities in their activities. This will allow creating favorable conditions for ensuring the provision of accessible and high-quality services to citizens of the country, for effective territorial administration, for accelerating the pace of sustainable development in accordance with the strategic goals and objectives of the state at minimal costs for the implementation of territorial administration by improving the activities of public authorities. All of the above substantiates the relevance and timeliness of this study.

It should be noted that in Ukraine, public administration is undergoing a complex transformation: on the one hand, public administration in the conditions of martial law and due to the increase in the number of tasks, projects and simultaneous optimization of costs should be based on innovative and digital forms of ensuring its smooth functioning; on the other hand, public administration in the conditions of European integration processes in Ukraine should be based on the European concept, where the regulation of social development processes is implemented by a system of public authorities, which also includes civil society and the private sector (business), operating on an equal partnership basis with authorities. Unfortunately, today there are cases when authorities continue to use outdated systems and technologies that do not allow them to fully meet the modern needs of the public administration system. Obviously, Ukraine still has a long way to go in implementing innovative tools and digital technologies, despite certain

achievements in reforming public administration according to the principles of digital development. In this regard, there is a need to focus special attention on the organizational streamlining of the innovative activities of public authorities, the introduction of digital technologies in their activities and the rational use of digital potential, the creation of a favorable innovation environment in the system of public authorities. At the same time, the power of the synergy of social, mobile, cloud technologies, data analysis and the Internet of Things, both separately and in combination, can lead to transformative changes in the public administration system and make it effective, reactive and valuable. It should be noted that the digitalization of public administration is one of the important factors in increasing the efficiency of the process of territorial governance of the state. The impact of digitalization on the activities of public authorities that exercise their powers in the field of territorial governance is reflected not only in changing the way public servants act and their interaction with citizens, but also in the introduction of digital innovation tools in the activities of government bodies. Therefore, the digital transformation of the public administration system, on the one hand, should be based on the implementation of a set of actions aimed at improving and modernizing all its processes and implementing information and communication technologies in order to increase the effectiveness of government agencies, and, on the other hand, should be focused on ensuring the quality of the territorial management process they carry out.

Therefore, based on the above and taking into account the relevant scientific developments of the author [1 – 2], to increase the effectiveness of the public administration system in the conditions of digitalization, it is advisable to use a comprehensive methodological approach, which is based on improving the activities of public authorities by developing and introducing innovative tools and digital technologies into their activities. At the same time, special attention should be paid to the use of marketing tools in the activities of authorities with an emphasis on the advantages of territorial marketing, which will ensure the development of territories and increase their competitiveness and attractiveness. In addition, it is advisable to apply a marketing approach to the formation of the foundations of territorial management, using the traditional marketing complex (4P: product, price, promotion, promotion) and sup-

plementing it with the features of qualitative and quantitative characteristics inherent in territories of various types in modern conditions. This will allow expanding the tools of territorial management, changing approaches and formulating strategic goals with an emphasis on sustainable development of territories for current and future generations.

Thus, this study provides a scientific and theoretical justification of priority areas for ensuring the effectiveness of the public administration system as a guarantee of effective territorial management, which will allow improving the quality of public services to citizens and achieving sustainable development in Ukraine. It is proven that an important prerequisite for the stable operation of the public administration system in conditions of martial law and the rapid pace of digitalization in Ukraine is ensuring the effective functioning of government bodies in the country, which can be achieved by introducing innovative tools and digital technologies into the activities of public authorities. The paper proposes a comprehensive methodological approach to increasing the effectiveness of the public administration system in the context of digitalization, which is based on improving the regulatory, institutional, scientific and methodological, marketing, personnel, motivational, financial, information and communication aspects of ensuring effective innovative activities of government bodies in the country. Its use will allow for more effective territorial management in Ukraine, as well as contribute to improving the quality of public services provided to citizens of the country and achieving a high level of sustainable development in the country.

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