

gavkalova@gmail.com	shumskaya.an@gmail.com
Gavkalova Nataliia Doctor of Economics, professor	Shumskaya Anna Candidate of Economic sciences, associate professor
Simon Kuznets Kharkiv National University of Economics, Ukraine	
DIRECTIONS FOR THE DEVELOPMENT OF PUBLIC MANAGEMENT SYSTEM FOR THE IMPLEMENTATION OF EFFECTIVE STATE AND LOCAL POLICY IN UKRAINE ON THE BASIS OF DIGITALIZATION	
<p>Summary. The authors proposed the directions of innovative development of public management, which in conditions of martial law and in digital development of Ukraine will allow to increase the effectiveness of public management and achieve the effectiveness of the implementation of its state and local policies. It is substantiated that for the implementation of innovations related to the digitalization of public management, it is expedient to assess the digital maturity of public servants and governmental bodies as a whole. This will make it possible to increase the effectiveness of public management system on the basis of digitalization and achieve high social development of the country under the martial law.</p>	
<p>Key words: state and local policy, public management, digitalization, effective innovative activity of governmental bodies, digital competences of public servants, digital maturity of public servants</p>	

At the current stage of Ukraine's development in order to implement an effective state and local policy, the task of developing the public management system, which can be achieved on the basis of the use of innovative tools and digital technologies by authorities, is brought to the fore. In order for government bodies to be able to perform their functions at a high level, their activities must fundamentally be changed by applying new approaches to ensure the innovative development of public management system. Therefore, without the introduction of relevant innovative tools and digital technologies into public management system, which are the prior task and under the martial law of Ukraine, the authorities will not be able to provide high-quality public services to the country's population, as well as to ensure the implementation of effective state and local policies. All of the above confirms the relevance and timeliness of this study.

The purpose of the study, taking into account the above-mentioned, is to justify the key areas of development of public management system for the implementation of effective state and local policy in Ukraine on the basis of digitalization.

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 the prerequisites for a radical revision of the model of public management at the state level and at the level of local self-governments in order to increase the efficiency of the performed functions of authorities in accordance with the new challenges, ensuring democratic procedures and decisions using modern information and communication technologies.

The development of a 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 interaction of socio-economic systems subjects, changes the status and composition of the participants of communicative process, the principles of their interaction on network communication, promotes the openness and development of public services market. In such conditions, the digital transformation of public management is a determining condition for the implementation of effective state and local policy in the new reality, which depends on the effectiveness of digitalization processes 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 management 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 continue to use outdated systems and technologies that need to be replaced. Public management 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 long-term running. It is also appropriate to focus special attention on the organizational arrangement of innovative activities of authorities, on 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 and cloud technologies, data analysis technologies, and the Internet of Things individually and collectively can lead to the transformational changes in public management system and make it more effective.

The fact that digitization is one of the important factors in increasing the effectiveness of implementing the policy of the state and its territories, is indisputable. The impact of digitalization of governmental bodies performance that implements both state and local policy is reflected not only in changes in the way the public officials act and their interaction with citizens, but also in the implementation of digital innovation tools in the activities of governmental bodies. Therefore, the digital transformation of public management system should be based on the implementation of a set of actions aimed at improving and modernizing all of its processes, and the introduction of information and communication technologies in order to increase the effectiveness of governmental bodies activities and, as a result, the quality of public services. Under these conditions, public servants must take on the new roles and responsibilities, and therefore must be ready to master innovative technologies and acquire digital competencies.

The rapid spread of digital technologies in all spheres and the conditions of martial law of Ukraine require the prompt implementation of innovative processes in governmental bodies` activities and the improvement of their effectiveness. In this context, it should be noted that without the introduction of relevant innovations in public management system, the authorities will not be able to provide qualitative public services to the population, and it will be impossible to implement the effective state and local policies in the country. It should also be emphasized that the use of this or that innovative tool, management technology, approach to management, forms and methods of governmental bodies work should be based not only on taking into account the accumulated world experience and available financial resources, but also on the peculiarities of their work, which will ensure the effectiveness and efficiency of the implementation of innovative activities by authorities. At the same time, the effectiveness of innovative activity of authorities consists of creating favorable conditions for the implementation of effective state and local policies in accordance with the strategic goals and objectives of the state with minimal costs for the implementation of this policy by improving the work of authorities (for example, the use of one or another innovative tool, management technique, approach to management, form and method of authorities work).

Based on the scientific research of leading scientists [1-6, etc.], among the main obstacles to effective innovation policy in Ukraine, the following can be identified: an imperfect regulatory and legal framework in matters of stimulating the development and implementation of innovations; ineffective institutional support of innovative activity in governmental bodies; insufficient personnel policy of authorities regarding issues of reducing the resistance of employees to innovations and increasing their motivation to acquire new competencies. In the context of the above, the authors proposed new directions for the innovative development of public management for the implementation of effective state and local policy in Ukraine on the basis of digitalization. These are the implementation of an innovative personnel policy of authorities, which will be aimed not only at strengthening their professional orientation (obligatory formation of digital competences) and activation of potential innovators, but also for the creation of motivational environment for the intensification of innovation implementation processes, which depends on the effectiveness of state and local policy; the use of modern information and communication technologies to increase the level of professional mobility of employees during their innovative activities; introduction of management innovations by authorities to increase the capacity of communities and to reduce the deficit of local budgets; activation of project activities of authorities; improvement of the institutional support of innovative activity of governmental bodies based on the creation of innovative activity offices in the form of effective units functioning according to the matrix principle of the organizational structure of governmental bodies, to increase the efficiency of

coordination process and to support this activity, to create a favorable innovative environment in the country. The work also emphasizes that for the implementation of innovations related to the digitalization of public management, it is necessary to assess the digital maturity of public officials and governmental bodies as a whole. This will make it possible to obtain concrete advantages on the way of digital transformation, to form a holistic view of both a real and a desired level of digital maturity of governmental bodies; to reveal the latent digital potential of authorities; to develop ways of improving the managerial system of governmental bodies in conditions of digitalization.

Thus, the work proves that an important prerequisite for the stable operation of public management system under the martial law is ensuring the effective functioning of country's authorities, which can be achieved through the implementation of effective innovative activities based on digitalization. The authors proposed new directions for the innovative development of public management, which will allow to increase the effectiveness of public management and to achieve the effectiveness of the implementation of state and local policy of Ukraine under the martial law. It is substantiated that for the implementation of innovations related to the digitalization of public management, it is expedient to assess the digital maturity of public servants and governmental bodies as a whole. All of the above will make it possible to increase the effectiveness of public management system on the basis of digitalization and to achieve a higher social development of the country.

References:

1. Бакуменко В. Д. Особливості публічного управління та адміністрування: монографія / В. Д. Бакуменко [та ін.]. Київ: КНУКіМ, 2016. 167 с.
2. Квітка С. Цифрові трансформації як сучасний тренд періодичного циклу розвитку суспільства / С. Квітка // Збірник наукових праць Національної академії державного управління при Президентові України. – Спецвипуск. – 2020. – С. 131-134.
3. Лахижа М. Актуальні проблеми удосконалення публічного управління в Україні: зміни, реформування, модернізація, оптимізація, децентралізація, реструктуризація, перезавантаження. *Актуальні проблеми державного управління*. 2020. №1 (57). С. 18-28.
4. Obolenskyi, O., Shchokin, R., Romanenko, Ye., Zhukova, I. (2020) Current trends of public management in the modern world: economic and organizational aspects. *Financial and credit activity: problems of theory and practice*. № 34. PP.413-420. DOI: <https://doi.org/10.18371/fcaptp.v3i34.215586>
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. Розробка напрямів забезпечення дієвості публічного управління як основи соціально-економічного розвитку України. *Бізнес Інформ*. 2023. № 1. С. 94 – 101.