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# Issues of state and public administration at the regional level in the context of the subject «Innovation Management»

### Shorobura Inna Mykhailivna

## Khmelnytsky Humanitarian and Pedagogical Academy, Ukraine

Doctor of Pedagogical Sciences, Professor, Rector of Khmelnytsky Humanitarian and Pedagogical Academy, Ukraine Khmelnytsky Humanitarian and Pedagogical Academy, Ukraine orcid.org/0000-0003-3728-7968

#### **Abctract**

The issue of public administration at the regional level was considered in the context of the subject «Innovative Management». The development of local self-government is of great importance for Ukraine and its population. The territorial community is the main subject of local self-government, which has its own functions and powers. The main role in management is performed by local self-government bodies that interact with state administrations. Regional military administrations have become key in the system of coordination and management of military issues at the regional level. The public plays a significant role in military administration and ensuring national security through active participation in public administration.

Key words: innovative management; public administration; regional level; military administrations; public.

#### Анотація

Розглянуто питання державно-громадського управління на регіональному рівні в контексті предмету «Інноваційний менеджмент». Розвиток місцевого самоврядування має велике значення для України та її населення. Територіальна громада є основним суб'єктом місцевого самоврядування, що має свої функції та повноваження. Головну роль в управлінні виконують органи місцевого самоврядування, які взаємодіють з державними адміністраціями. Обласні військові адміністрації стали ключовими в системі координації та управління військовими питаннями на регіональному рівні. Громадськість відіграє значну роль у військовому управлінні та забезпеченні національної безпеки через активну участь у державно-громадському управлінні.

Ключові слова: інноваційний менеджмент; державно-громадське управління; регіональний рівень; військові адміністрації; громадськість.

Statement of the problem in general... The development of local self-government is of great importance for Ukraine and its population. Strong territorial communities and a stable economy contribute to the strengthening of the state as a whole. This directly affects the life of every citizen, as we are all an integral part of the state, and our economic well-being depends on the development of the country. The territorial community is the main subject of local self-government, which has its own functions and powers.

Among the main features of a territorial community are the following: existence on a specific territory, such as a village, town or city; the possibility of joining the community not only by Ukrainian citizens but also by foreigners.

Local self-government is defined as a system of government at the level of specific territories that are not included in the competence of the central state level. In this system, local communities solve their problems and organize their lives independently and independently of the central government, using various forms and resources.

Analysis of studies and publications that have begun to address this issue... The issue of state-public administration is considered in the works of V. Kremen, V. Lugovyi and others. In Ukraine, dissertation studies of such scholars as V. Grabovskyi and N. Lisova are devoted to certain aspects of public administration.

L. Hayevska, L. Hrynevych, I. Kovchyna, K. Korsak, V. Shcherbachenko, N. Yakovets and others have addressed the issues of public administration of education in European countries.

**Formulation of the objectives of the article...** The purpose of this article is to study the issues of state and public administration at the regional level in the context of the subject «Innovation Management».

Presentation of the main material... Today, when studying the subject «Innovation Management», the issues of management at the regional level are considered. The successful development of a territorial community usually includes two important areas: social and economic. Increasing the social well-being of the community by improving social standards guaranteed by the state is one of the key indicators of social development. Changes in the growth and quality of the community's economic system, the rational use of production, natural, human and financial resources, as well as the combination of different forms of ownership to meet the community's needs play an important role in its economic development.

The management of territorial communities plays a crucial role in realizing these objectives and achieving maximum autonomy and self-sufficiency at the local level.

It is important to keep in mind that the concept of a settlement cannot be identical to a territorial community, as a municipality may include several settlements. For example, several villages can form a village council, which is a local government body.

When studying the subject «Innovation Management» it is emphasized that the territorial community is formed on the basis of three components: social, which defines the purpose and functions of the municipality, taking into account the views and needs of the population; natural, which covers the territory as an indivisible space and natural resources; economic, which concerns the economic aspects of the community, including economic activities and meeting the needs of the community.

The main role in municipal governance is played by local self-government bodies that interact with local state administrations. However, they are only one of the subjects of municipal power, while other subjects are territorial subdivisions, public organizations and individual citizens. Thus, municipal authorities represent the very essence of public power that operates at the level of individual municipalities.

A territorial community is defined by the activity of its residents, who participate in the management of political, economic, social and cultural processes on their territory and independently resolve issues of local importance.

The economic and social development of a territorial community, as an object of municipal governance, has several characteristic features: coordination – social and economic development are interconnected and constitute a single development process; predictability –

the ability to predict the development of phenomena to manage and influence them; controllability – the ability to respond to negative changes and manage processes to prevent chaos; purposefulness – the use of resources to achieve specific goals; objectivity – avoidance of the influence of subjective factors; rationality – selection of the most effective models of activity; social orientation – emphasis on ensuring the social well-being of every citizen of the territorial community.

Considering a territorial community as a socio-economic system, it is important to note that its resilience is an internal characteristic. This resilience allows a territorial community to automatically restore its steady state in the event of destabilizing factors. However, in case of ineffective management, the community may not be able to return to the set development parameters [1].

Territorial community development management is a purposeful process of managing a socio-economic system. It is aimed at ensuring the stability of the links, elements and structure of the system as a whole, and is aimed at improving the quality of life of the population and harmonious interaction with the natural environment.

The main goal of effective management of the development of the socio-economic system of a territorial community should be to improve the quality of life of the population and create favorable conditions for the harmonization of interethnic and interfaith relations in all spheres of life. The quality of life of the population, with the sustainable development of the territory, forms the prospect of quality of life in the future.

First, the national education reform program in Ukraine envisages the development of local communities and their active participation in education issues. This means that local communities should have the opportunity to participate in decision-making about educational institutions, curricula, and other aspects of education that affect their children.

Second, global and socio-cultural changes require more effective interaction between the government and citizens. Modern technologies and communication tools provide citizens with the opportunity to be more informed and active in local government processes.

Third, increased citizen participation in local government contributes to the development of democracy and civil society. It helps to ensure that the authorities are more open and accountable to their constituents.

In the course of studying the subject «Innovation Management», the issues of citizen participation in local government processes are of utmost importance for the development of local communities in Ukraine, and their active role in addressing these issues is a real necessity.

There are various ways of cooperation between the public and local governments, each of which aims to strengthen the dialogue between these parties and contribute to improving the performance of local authorities and officials.

Information work and educational activities are important components for improving the interaction between citizens and local authorities for the joint development of the city.

To improve the interaction between citizens and local authorities, it would be useful to create and distribute information leaflets that provide clear and accessible information on various forms of participation in local government.

Well-informed citizens will be more likely to use the available tools to interact with local governments. This will help to strengthen the dialog and form a useful interaction that will be beneficial for both the public and local authorities.

When studying the subject «Innovation Management», it is noted that the Law of Ukraine «On the Legal Regime of Martial Law» defines the content of the legal regime of martial law, the procedure for its introduction and abolition, the legal basis for the activities of public authorities, military command, military administrations, local governments, enterprises, institutions and organizations under martial law, guarantees of human and civil rights and freedoms and the rights and legitimate interests of legal entities.

The military administrations of settlements in the respective territory shall exercise the following powers: introduction and implementation of measures of the legal regime of martial law; ensuring the efficient use of natural, labor and financial resources; involvement of enterprises, institutions and organizations, regardless of their form of ownership, in the complex socio-economic development of villages, towns and cities on a contractual basis, and coordination of this work in the respective territory; drawing up and approving the local budget, amending it, ensuring the implementation of the relevant budget; managing educational institutions, healthcare, cultural, physical culture and sports institutions owned by or transferred to territorial communities, youth and adolescent institutions at the place of residence; organizing their logistical and financial support, etc [2, 3, 5, 7].

Military administrations of settlements exercise delegated powers of executive authorities granted to local self-government bodies by the laws of Ukraine [2, 3].

District and regional military administrations shall exercise in the respective territory, along with the powers of local state administrations, the powers to introduce and implement measures of the legal regime of martial law, and district and regional military administrations established in connection with the failure to convene a session of the respective district or

regional council within the terms established by the Law of Ukraine «On Local Self-Government in Ukraine» shall also exercise their powers.

Public-public administration is a system that unites state and public structures to jointly address strategic tasks and manage society. Public-public governance is designed to ensure openness, transparency and responsibility to the community in decision-making and program implementation [4].

The main principles of public-private governance are:

Transparency: Transparency is a key principle of public administration. It implies the availability of information on decision-making, expenditures and results of the authorities' activities. This allows citizens to effectively monitor the actions of the authorities and participate in the governance processes.

Citizen participation: Citizen participation is an essential element of public administration. It provides citizens with the opportunity to express their views, participate in decision-making and influence public policy. This principle allows taking into account the needs and interests of different segments of the population.

Responsibility: Accountability refers to the obligation of authorities and community members to take responsibility for the results of their activities. This means not only being accountable for mistakes or failures, but also for the proper use of resources and compliance with laws and standards.

Equality and justice: Equality and fairness involve ensuring that all citizens have equal opportunities and participation in governance. This includes taking into account the interests of different social groups and preventing discrimination.

An overview of these principles helps to understand the basic concepts of publicprivate governance and provides a basis for further research on the effectiveness of these principles in the context of regional military administrations.

Thanks to the reforms, regional military administrations have become key links in the system of coordination and management of military issues at the regional level. They facilitate interaction between local authorities, military units and the public to ensure the effectiveness and readiness of defense in the regions.

The organizational structure of the regional military administration is designed to ensure the effectiveness of military management at the regional level and to ensure interaction with other levels of government to ensure national security and defense.

Civil society plays a key role in military governance and national security through active participation in public administration. Its role covers several aspects:

Assistance in solving strategic tasks: The public has the opportunity to influence the formulation of strategic goals and objectives in the field of defense and security by expressing its views, participating in debates and consultations.

Control over government decisions: Civil society organizations and activists perform the function of monitoring the implementation of decisions and strategies adopted in the defense sector. This helps to increase the transparency and accountability of the authorities.

Resource mobilization: Civil society organizations can be active participants in mobilizing resources to support military needs. This may include the mobilization of financial, technical, labor resources, etc.

Partnership between the government and the community in the context of regional military administrations:

Openness and information interaction: By promoting interaction with the public, regional military administrations ensure openness of decision-making processes and provide information on the state of defense readiness of the region.

Participation in strategy development: The public has the opportunity to participate in the development of regional defense and security strategies, express their opinions, and take into account the peculiarities and needs of the region.

Interaction with civil society organizations: The partnership between the government and the community includes interaction with various civil society organizations that can perform the functions of monitoring, advising and providing support.

Public councils and committees: Establishment of public councils or committees at regional military administrations facilitates direct participation of civil society representatives in strategic decision-making and evaluation of their effectiveness.

Community awareness and education: The partnership also includes work to educate and inform the community about the importance of defense and security issues and their interconnection with national security.

Interaction between the authorities and the community in the context of regional military administrations is determined by the principles of democracy, openness and active participation of citizens in the processes of formulating and implementing security strategies of regions and the whole country [6].

Let us emphasize the effectiveness of public administration in regional military administrations.

Performance indicators are:

Transparency and openness: The level of accessibility and dissemination of information about the activities of military administrations. The degree of interaction and exchange of information with the public and other structures.

Community participation: The level of activity and participation of civil society organizations and activists in the processes of military governance. Effectiveness of community engagement tools, such as public councils or consultations.

Resource provision: Level of funding and effective use of financial resources. Availability and use of technical and human resources to accomplish tasks.

Implementation of strategies and programs: Successful implementation of strategic tasks and programs in the field of defense and security. Compliance of the results of strategy implementation with the defined indicators.

Evaluation of the results of reforms and measures: Reforms in the government: Assessment of the effectiveness of the creation and reorganization of military administrations. Analysis of the implementation of public administration instruments in the regional context.

Measures to improve governance: Assessment of the effectiveness of measures aimed at improving the efficiency of management in the regions. Analysis of the use of innovations and modern technologies in military management.

Interaction with other structures: Evaluation of the level of interaction and coordination with other levels of government and security forces. Checking the effectiveness of intersectoral cooperation and information exchange.

The regional state administration is a local executive body and is part of the system of executive authorities and, within its powers, exercises executive power in the region, as well as exercises the powers delegated to it by the regional council.

When studying the subject «Innovation Management», we note that it is common practice in Ukraine to have public councils at state administrations of various levels. These councils include representatives of various non-governmental organizations and experts aimed at promoting effective interaction between the government and the public. Such public councils consider issues of socio-economic development, implementation of programs and projects in the field of defense and security. They can also take part in decision-making and consultations with other authorities [2].

The Public Council at the Regional State Administration (hereinafter referred to as the Public Council) is a temporary advisory body established to promote public participation in the formation and implementation of state policy. In its activities, the Public Council is guided by the Constitution and laws of Ukraine, decrees of the President of Ukraine, resolutions of

the Verkhovna Rada of Ukraine adopted in accordance with the Constitution of Ukraine and laws of Ukraine, as well as this Regulation. Development and approval of amendments to the Regulation on the Public Council shall be carried out in the same manner as the development and approval of the Regulation on the Public Council. The activities of the Public Council, including its governing and working bodies, shall be open and transparent.

The main tasks of the Public Council are: to facilitate the exercise by citizens of their constitutional right to participate in the management of public affairs; to facilitate the consideration by the regional state administration of public opinion in the formation and implementation of state policy; to facilitate the involvement of representatives of stakeholders in conducting public consultations and monitoring the results of the formation and implementation of state and regional policy; conducting public monitoring of the activities of the regional state administration in accordance with the law; preparing expert proposals, conclusions, and analytical materials on the formation and implementation of state and regional policy.

The activities of the Public Council mainly focus on defense, security and socioeconomic development in the region. This may include discussing and developing strategies,
programs and projects aimed at improving the effectiveness of military governance. The
public council is an important mechanism of interaction between the public and the
authorities. It is important to consider cases where the council has influenced strategic
decision-making or provided feedback to the community. In addition, the expert competence
of the members of the Public Council plays a key role in ensuring high-quality analysis of
situations and developing recommendations for the authorities. This may include cooperation
with scientists, security experts and other professionals. In its work, the Public Council should
adhere to the principles of transparency and accountability. Reporting mechanisms and
regular public information play an important role in maintaining the trust and support of the
community. It is important to determine the influence of the Public Council on political
decisions and help in formulating recommendations for further improvement of the
mechanisms of state-public governance in the field of military governance.

The Public Council at the regional military administration acts as an important mechanism for interaction between the public and the authorities, bringing a diversity of views and expertise to the defense and security sector. The composition of the council usually includes representatives of civil society organizations that speak on behalf of various social groups, as well as experts from the military, economic and academic communities. One of the key functions of the Public Council is to consider and analyze important issues related to the

security and development of the region. From discussions of military development strategies to the effective implementation of security projects, the council provides a wide range of expert opinions. It is worth noting that the Public Council not only actively interacts with the authorities, but also acts as a channel of communication with the public. This is done through public consultations, discussions and involvement of citizens in decision-making processes. In the context of transparency and openness, it is important that the Public Council regularly informs the public about its work and decisions. Reporting mechanisms, such as publication of reports and meeting results, play a key role in ensuring transparency. The involvement of experts, citizens and civil society organizations in the processes of public-private governance contributes to a more balanced and effective solution to issues related to military governance.

The youth council at the regional state (military) administration (hereinafter referred to as the youth council) is an advisory body at the regional state (military) administration (hereinafter referred to as the regional state (military) administration) established to involve young people in the formation and implementation of the state youth policy in the region, promote the democratization of society, develop the youth movement, including student and pupil self-government, take fuller account of the problems and requests of young people in the development and implementation of decisions and measures of the regional state (military) administration.

The main tasks of the youth council are: to promote the realization of the right of young people to participate in the formation and implementation of youth policy in the region; to submit proposals to the regional state (military) administration on the organization of consultations with young people; to provide proposals, conclusions, recommendations on the formation and implementation of youth policy in the region, which are mandatory for consideration by the regional state (military) administration; development of proposals on youth policy priorities at the regional level with the participation of youth and children's public associations and other youth work actors; monitoring and evaluation of the effectiveness of the implementation of youth policy in the region; participation in the development of draft regulations aimed at implementing youth policy; studying the state of implementation of laws and other regulations relating to youth in the region; conducting a free public examination of the financing of youth policy activities carried out by the regional state (military) administration.

**Conclusions...** The development of local communities in Ukraine is extremely important, and it depends on the effectiveness of local governments and officials. Problems of interaction between local authorities and citizens can hinder the development of local

communities and improve the quality of life of their residents. Therefore, it is important to focus on improving cooperation and engaging citizens in local government processes. This topic is very relevant in today's environment and it is important to study it in «Innovation Management».

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