

UDC 323.2

DOI <https://doi.org/10.32782/tnv-pub.2024.3.11>

THE ROLE OF INNOVATION IN PUBLIC MANAGEMENT AND ADMINISTRATION OF UKRAINE

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The article examines the role of innovations in public management and administration in Ukraine amidst rapid technological development, increasing societal demands, the relevance of combating corruption, and European integration. The main factors determining the need for innovation implementation in the public management and administration sphere are systematized. The relevance of the topic is substantiated based on the current challenges and opportunities facing public management and administration.

The primary types of innovations applied in public management and administration in Ukraine are identified, including e-governance, online monitoring of public services, transparency in public procurement, electronic voting systems, blockchain technology, the development of innovative cities and regions, and mass information and education systems on digital skills. A SWOT analysis was conducted for a detailed examination of each type of innovation, allowing for an assessment of their advantages, risks, opportunities, and threats.

The necessity of ensuring cybersecurity, developing effective public communication, and maintaining robust technical and organizational protection for the successful implementation of innovations is substantiated. The main barriers to the integration of innovations in public management in Ukraine are identified, including technological, financial, organizational, sociocultural, political, and legislative constraints.

Recommendations for the further development of strategies that account for these barriers and opportunities, ensuring the successful implementation of innovations, are formulated. It is determined that the potential of innovations offers numerous advantages for improving efficiency, transparency, and democracy in public administration, hence, a comprehensive approach is necessary to overcome obstacles to the implementation of innovations in public management and administration in Ukraine.

It is concluded that the implementation of innovations in public management in Ukraine is crucial for enhancing the efficiency of state governance and meeting contemporary societal demands. Overcoming existing barriers and developing appropriate strategies will ensure the successful integration of innovations, contributing to the creation of a transparent, efficient, and accountable system of public management and administration.

Key words: innovations, public management and administration, efficiency of public management, analysis of innovation implementation, risks of innovation implementation.

Скібіна Т. І. Роль інновацій у публічному управлінні та адмініструванні України

У статті досліджено роль інновацій у публічному управлінні та адмініструванні України в умовах стрімкого розвитку технологій, зростаючих вимог суспільства, актуальності боротьби з корупцією та європейської інтеграції.

Систематизовано основні фактори, що визначають потребу впровадження інновацій у сфері публічного управління та адміністрування. Обґрунтовано актуальність теми впровадження інновацій на основі сучасних викликів та можливостей, які стоять перед публічним управлінням та адмініструванням.

Визначено основні види інновацій, які застосовуються в публічному управлінні та адмініструванні України, зокрема: електронне урядування, онлайн-моніторинг публічних послуг, прозорість у державних закупівлях, електронна система голосування, використання блокчейн-технологій, розвиток інноваційних міст і регіонів, а також системи масової інформації та освіти з цифрових навичок. Проведено SWOT-аналіз для детального дослідження кожного виду інновацій, що дозволило оцінити їх переваги, ризики, можливості та загрози.

Обґрунтовано необхідність забезпечення кібербезпеки, розвитку ефективної комунікації з громадськістю та стійкого технічного й організаційного захисту для успішного

впровадження інновацій. Визначено основні бар'єри для інтеграції інновацій у публічне управління України, серед яких: технологічні, фінансові, організаційні, соціокультурні, політичні та законодавчі обмеження.

Сформовано рекомендації щодо подальшого розроблення стратегій, які враховуватимуть ці бар'єри та можливості, забезпечуючи успішне впровадження інновацій. Визначено, що потенціал інновацій створює низку переваг для покращення ефективності, прозорості та демократії в публічному управлінні, отже, існує необхідність комплексного підходу до подолання перешкод для впровадження інновацій у публічне управління та адміністрування України.

Визначено, що впровадження інновацій у публічному управлінні України має вирішальне значення для підвищення ефективності державного управління та задоволення сучасних вимог суспільства. Подолання існуючих бар'єрів та розробка відповідних стратегій забезпечать успішну інтеграцію інновацій, що сприятиме створенню прозорої, ефективної та відповідальної системи публічного управління та адміністрування.

Ключові слова: *інновації, публічне управління та адміністрування, ефективність публічного управління, аналіз впровадження інновацій, ризики впровадження інновацій.*

Statement of the problem. In today's world, where technologies are suddenly changing, citizens' demands for the quality of public services are becoming higher and higher, and the fight against corruption remains relevant, innovations in the field of public management and administration are becoming crucially important. Innovation can become a key tool for ensuring efficiency, transparency and accountability of government bodies to citizens.

The relevance of innovations in public management and administration is driven by several factors impacting modern society and the state. Key factors include:

- rapid technological changes: The current state of constant development of information technologies and the use of artificial intelligence requires continuous updating and adaptation in public administration to effectively utilize the latest tools and resources;
- inefficiency in public administration: the unsatisfactory state of public administration efficiency necessitates ongoing improvements and the adoption of new methods to enhance performance;
- increasing societal demands: modern society demands greater openness, transparency, and accessibility from public bodies, creating a need for modernization and innovation in public administration;
- need to combat corruption: innovations in public administration can enhance control, transparency, and openness, which are vital for anti-corruption efforts;
- European integration and international cooperation: growing interaction between countries and international organizations requires modern and innovative management methods to effectively address common challenges.

The use of innovations in public management and administration is highly relevant, as they meet the needs of modern society and contribute to achieving better results in public administration. The development and implementation of innovations can increase the efficiency, transparency, and accountability of state bodies to citizens, making this topic critical for the further development of society. However, this important topic is currently under-researched, and the level of innovation use in public management and administration remains insufficient.

Formulation of the purpose and main objectives of the article. In the context of modern challenges and opportunities, this scientific work is dedicated to the analysis and evaluation of innovations in public management and administration in Ukraine.

The purpose of this work is to highlight the importance of innovation in public management and administration and to identify key risks and opportunities that must

be considered to achieve success in this area. The results of the analysis can serve as a catalyst for further research and the development of effective management strategies and innovations in the public sector.

Analysis of recent research and publications. Innovations in public administration and governance have become crucial factors in the modernization of state management in Ukraine. They contribute to enhancing the efficiency, transparency, and accountability of public institutions. Consequently, this relevant topic has been extensively studied in academic research.

Numerous studies identify innovations as key elements of public sector modernization. They encompass technological, organizational, and process changes aimed at improving service quality, enhancing the efficiency of management processes, and engaging the public in decision-making processes [1]. In the Ukrainian context, research emphasizes the need to adapt international innovative practices to national conditions [2].

One of the most critical areas of innovation in public administration is the implementation of information technologies. Studies show that the digitalization of public services reduces corruption, increases transparency, and improves the accessibility of administrative services [3]. In Ukraine, special attention is given to e-governance systems such as “ProZorro” and “Diia” [4].

A significant amount of research focuses on organizational innovations, including changes in management structures, processes, and organizational culture. These innovations promote more flexible and adaptive management, which is essential in conditions of constant change and challenges [5]. In Ukraine, a series of reforms aimed at decentralizing power serves as an example of successful organizational innovations [6].

Despite positive results, the implementation of innovations in public administration in Ukraine faces several challenges. These include resistance to change from employees, insufficient funding, and limited resources [7].

However, growing support from international organizations and the reform-minded stance of the government create favorable conditions for further development of innovations [8].

Presentation of the main material. The main types of innovations in public management and administration of Ukraine can be distinguished: electronic governance (e-Government), online monitoring of public services, transparency in public procurement, electronic voting system, use of blockchain technologies, development of innovative cities and regions and mass information and education systems about digital skills (table 1).

For a detailed analysis of each of the innovations, the use of which can be deepened to increase the efficiency of public management and administration, we will use the SWOT-analysis method.

Based on the SWOT analysis of innovations in public management and administration of Ukraine, the following conclusions can be drawn (table 1):

1. Electronic governance and online monitoring of public services can significantly improve the availability, efficiency and transparency of public services, but require attention to cyber security and the development of effective communication with the public [6; 8].

2. Transparency in public procurement is important for fighting corruption and ensuring competition, but requires sustainable technical and organizational protection [9; 10].

3. It is important to develop the electronic voting system and the use of blockchain technologies to increase democracy and voting security, but care must be taken to protect against cyber threats and privacy violations [7; 11].

Table 1
SWOT-analays of the innovations in public management and administration of Ukraine (created by the author [1; 3; 4; 5; 7; 8])

№	The name of the innovation	Description	Strengths	Weak sides	Opportunities	Threats
1	2	3	4	5	6	7
1	Electronic government (e-Government)	Development of electronic services for citizens and businesses, implementation of digital identification and electronic document management	<ul style="list-style-type: none"> Improving the access of citizens and businesses to public services through the electronicization of processes; increasing the efficiency and speed of service provision due to digital identification and electronic document management. 	<ul style="list-style-type: none"> Possibility of cyber-attacks and violation of data confidentiality; insufficient number of citizens who have access to the Internet or know how to use electronic services. 	<ul style="list-style-type: none"> Reduction of queues and bureaucracy in interaction with state bodies; increasing trust of citizens in state institutions due to improved access to information. 	<ul style="list-style-type: none"> The possibility of technical problems and dependence on digital technologies.
2	Online monitoring of public services	Systems of online monitoring of the quality of service provision in the spheres of health care, education, social protection.	<ul style="list-style-type: none"> Improving the quality and transparency of service provision in the areas of health care, education, and social protection; the ability to quickly intervene in the process of providing services to ensure their effectiveness. 	<ul style="list-style-type: none"> Insufficient quality of feedback from users; requires a large amount of resources and coordination on the part of executive bodies. 	<ul style="list-style-type: none"> Improving the quality and availability of public services; increasing the level of public trust in management processes. 	<ul style="list-style-type: none"> The possibility of technical problems and contradictions in the data.
3	Transparency in public procurement	Implementation of electronic procurement systems, publication of information about participants and procurement conditions.	<ul style="list-style-type: none"> Prevention of corruption and bribery in the procurement process; improvement of competition among suppliers and reduction of prices for goods and services. 	<ul style="list-style-type: none"> Possibility of manipulation in electronic procurement systems; insufficient competence and unreliability of information about participants and procurement conditions. 	<ul style="list-style-type: none"> Increasing openness and trust in procurement processes; more efficient use of public funds. 	<ul style="list-style-type: none"> Technological risks and insufficient controllability of procurement processes.
4	Electronic voting system	Development and implementation of an electronic voting system to increase transparency and democracy in elections.	<ul style="list-style-type: none"> Increasing transparency and democracy in elections through the introduction of electronic voting; convenience for voters, especially those who are out of state or have limited physical ability. 	<ul style="list-style-type: none"> The possibility of cyber threats to the voting process and saving the results; problem with confidentiality of votes and the possibility of manipulation in the system. 	<ul style="list-style-type: none"> Increasing voter turnout and openness of election processes; reduction of costs for organizing and conducting elections. 	<ul style="list-style-type: none"> Insufficient protection against cyber-attacks and the possibility of violating the privacy of voters' personal data.

Table 1 (ending)

1	2	3	4	5	6	7
5	Using of blockchain technologies in public services	Using of blockchain to ensure security and authenticity of documents, transactions and other government processes.	Ensuring security and integrity of documents, transactions and other processes through the use of blockchain; – improvement of public trust in state services and processes.	– Difficulty of implementing and integrating technology into existing systems; – high costs for the development and maintenance of blockchain systems.	– Reducing the chances of fraud, falsification of data and corruption in government processes; – sequential tracking and verification of the chain of events in real time.	– Potential unsuitability of some types of public services for blockchain technologies; – the possibility of technical shortcomings and potential events in the network.
6	Development of “innovative cities” and regions	Creation of specialized innovation ecosystems to accelerate the development and implementation of new technologies at the local level.	– Stimulating and accelerating the development of new technologies at the local level; – creation of specialized innovative ecosystems for business development and investment attraction.	– The need for large expenditures for the creation and support of innovative cities and regions; – the possibility of insufficient interaction between sectors of the economy and management.	– Accelerating economic development and achieving sustainable growth in the region; – increasing the competitiveness and prestige of the area at the scientific and technical level.	– Insufficient availability of resources to ensure regular innovative development; – the possibility of competition between cities for investments and resources.
7	System of mass information and education about digital skills	Programs to raise citizens' awareness of digital technologies and their impact on modern life	– Increasing citizens' awareness of digital technologies and their impact on modern life; – raising the level of qualifications and adapting to the digital transformation in society.	– insufficient resources for conducting mass educational campaigns; the possibility of differences in the level of access to information and education between different strata of the population.	– improving digital skills of the population and creating an educated consumer base; – creating conditions for digital inclusion and reducing the digital divide	– Insufficient integration of digital skills into the general educational system; – the possibility of information overload and a decrease in the effectiveness of educational activities.

4. The creation of innovative cities and regions can be a catalyst for the development of new technologies and acceleration of economic growth, but requires significant investment and managerial efficiency [5; 6].

5. It is necessary to actively promote the system of mass information and education about digital skills to ensure digital literacy and inclusion of citizens, but accessibility and uniformity in the provision of information must be taken into account (table 1) [8].

A general requirement for the successful integration of innovations in the public administration of Ukraine is the combination of technological development with a focus on data security, guaranteeing accessibility, and ensuring equality for all segments of the population [10; 11]. Addressing these issues can lead to a more transparent, efficient, and trustworthy system of public administration.

The analysis of innovations in public management and administration of Ukraine identified strengths, opportunities, weaknesses, and threats to the implementation of electronic voting, blockchain technologies, innovative cities and regions, as well as mass information systems and education about digital skills [4; 6; 9; 10]. The study revealed the potential of innovations to improve efficiency, transparency, and democracy in public administration but also highlighted numerous obstacles to their implementation [6; 8].

Taking into account the results of the SWOT analysis, the main barriers to the introduction of innovations in public management and administration of Ukraine can be divided into the following groups: technological, financial, organizational and administrative, sociocultural, political, and legal barriers (table 2).

Table 2

The main barriers to the introduction of innovations in public management and administration of Ukraine (systematized by the author [3; 6; 9; 11])

№	Group of the barrier	Characteristic
1	Technological barriers	<ul style="list-style-type: none"> – Insufficient protection against cyber-attacks and violations of data confidentiality (electronic voting, blockchain technologies); – the complexity of introducing and integrating new technologies into existing systems (blockchain technologies, innovative cities and regions); – potential technical flaws and possible events in the network (blockchain technologies).
2	Financial barriers	<ul style="list-style-type: none"> – High costs for the development and support of new technologies (blockchain technologies, innovative cities and regions); – the need for large investments to create innovative cities and regions; – limited resources for mass education campaigns (system of mass information and education about digital skills).
3	Organizational and administrative barriers	<ul style="list-style-type: none"> – Insufficient interaction between economic sectors and management (innovative cities and regions); – the need for significant changes in organizations and processes for the implementation of innovations; – the possibility of a lack of experience and qualifications of employees to manage innovative projects.
4	Sociocultural barriers	<ul style="list-style-type: none"> – Low equality of digital literacy and access to technology in some segments of the population (e-government, mass information system); – the possibility of negative reactions or resistance from other groups due to the innovation.
5	Political and legal barriers	<ul style="list-style-type: none"> – Bureaucratic obstacles and resistance of internal government structures to changes; – changing political priorities and insufficient government support for innovative initiatives; – the possibility of using innovations for political manipulation.

In general, the implementation of innovations in public administration in Ukraine faces a number of complex obstacles that require a comprehensive approach to overcome. Integrating innovations will necessitate addressing issues at different levels – from technical and financial matters to sociocultural and political aspects. Developing strategies that consider these barriers and enablers will contribute to the successful implementation of innovations and improve the efficiency of public administration in the country.

Conclusions. The factors considered in the article, such as the rapid development of technologies, increasing societal demands, the necessity to combat corruption, and European integration, confirm that innovations can be a key tool for improving efficiency, transparency, and democracy in public administration.

The analysis of types of innovations in public administration in Ukraine using the SWOT method showed that each type of innovation has its advantages, risks, opportunities, and threats. However, their successful implementation will require overcoming various barriers such as technological, financial, organizational, sociocultural, political, and legislative constraints.

To successfully implement innovations in Ukraine's public administration, it is necessary to further develop strategies that take these barriers and opportunities into account. The research results indicate the potential of innovations to enhance efficiency, transparency, and democracy in public administration, but they also reveal numerous obstacles to their implementation.

Overall, the conducted analysis of innovations in public administration in Ukraine points to the necessity of a comprehensive approach to overcoming barriers and fostering the successful implementation of innovations in the country's public administration sector.

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