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**PROJECT APPROACH TO IMPROVING PUBLIC  
ADMINISTRATION MECHANISMS IN THE SPHERE OF REGIONAL  
DEVELOPMENT IN UKRAINE**

*The principles of public administration in the sphere of socio-economic development of regions are systematized. Among these principles we can see the following: scientific background, decentralization and coordination, recognition of regional and national interests, systemicity, activity, which conveys the current adjustment of achieved goals and expenses incurred for this purpose, partnership, design and forecasting, etc. It has been established that in order to ensure regional development, a low level of public management instruments will be used. Among them are the project approach, public-private partnership, strategy, investment, development of the sovereign fund, regional development, etc.*

*We rely on the fact that the successful European integration of Ukraine opens up new opportunities for the development of regions, focusing directly: activation of stagnant project approaches, advancement level of life of the population; increasing the competitiveness of regional economies; obtaining investments and creating new jobs; modernization of infrastructure and improvement of the environmental situation. We respect that in order to realize these possibilities it is necessary to implement the following approaches: complete the decentralization reform and expand the re-importance of local authorities; create a favorable investment climate and receive foreign investment; increase the level of education and qualifications of the workforce; promote environmentally friendly technologies and rational use of natural resources; actively cooperate with EU countries and receive international*

*technical assistance.*

**Keywords:** *public administration system, state regional policy, state policy mechanisms, socio-economic development, sustainable development, regions, principles, tools, European integration, projects, design approach.*

**Problem setting.** The practice of implementing regional economic development strategies covers a wide range of aspects of spatial development. The main emphasis in the development of regional strategies at the regional level is placed on such a concept as "quality of life of the population". It is defined as the main priority in 70% of the main goals of the regions. This is followed by such categories as comfort, quality of the urban environment, human capital, achieving favorable sustainable development of the region for the economy and society. The emphasis in the development of regional strategies is shifting towards innovation, revealing and using regional potential, increasing competitiveness, attracting investment, increasing the efficiency of regional self-government. Issues such as the development of entrepreneurship and regional infrastructure have not yet been adequately developed in the practice of regional development strategizing. At the same time, over the five-year period 2014-2019, the number of regional strategies being developed in the regions has increased, which are distinguished by greater unification, the use of a project approach to management and a decrease in the level of ambition and an increase in pragmatism.

Recent research and publications analysis. Organizational, legal, financial, economic and other aspects of ensuring the socio-economic development of regions are the subject of consideration by V. Bashtannik, R. Benedix, P. Blau, K. Bradley, Z. Burik, S. Valton, S. Dombrovskaya, N. Kolisnichenko, J. Commons, R. Coase, S. Lipset, R. Lukishi, A. Markusen, W. Mitchell, I. Petrik, G. Richardson, S. Romanyuk, A. Khaletskoi, G. Harris et al. At the same time, the relevance of scientific research dedicated to the assessment of the development of regions in today's minds is becoming more relevant.

Paper objective. The purpose of this article is to highlight the features of the project approach to the thorough development of public administration mechanisms in the sphere of regional development in Ukraine.

Paper main body. Summarizing the analysis of domestic practice of strategizing regional economic development, it is necessary to point out a number of systematized provisions that determine the specifics of strategizing at the regional management level. Among them, we highlight the following:

- recognition of the value of strategic planning as a continuous process for the regional economic system;
- the main value of strategic planning at the regional level is the collaboration of stakeholders;
- the presence of a single template for strategizing reduces its productivity as a process;
- symbiosis of socio-economic and territorial planning to achieve effective regional development;
- recognition of strategizing as a complex, contradictory process in the regional management system.

Among the tools for strategizing regional development, the following are usually used: SWOT analysis, which allows identifying strengths/weaknesses, as well as opportunities and threats for the regional economic system; assessment of the competitiveness of the regional economic system in comparison with national and other regional economic systems based on the criteria of qualitative and quantitative indicators; PEST analysis, which identifies the political, technological, social and economic components of the regional management system; programs for the creation of territorial clusters and program activities for the implementation of strategic initiatives based on the use of program-targeted and project approaches to management; programs for the development of public-private partnership institutions. In our opinion, in the practice of strategizing regional development, it is necessary to ensure the consistency of the tools of organizational, managerial,

monitoring and corrective impact, since the adoption of effective management decisions is impossible without the presence of systemic links between the elements of the regional toolkit.

The importance of organizational and managerial influence in the regional development management system consists in its direct influence on the strategizing processes, when the designated tool perceives the principles of systemicity and complexity embedded in planning and forecasting. Monitoring impact tools are designed to provide practical and methodological tools for assessing the degree of achievement of indicators of efficiency and effectiveness of regional development, which will be the initial basis for using corrective impact tools in the management of the regional economic system in terms of making changes to regional development strategies, synchronizing updates of strategic documents, programs, flagship projects and planned activities.

Ukraine has set quite ambitious goals in the field of demography, the implementation of which requires the use of significant potential for active progress and the achievement of national development goals in 2024.

In order to implement the national project "Demography" [1] in Ukraine, 5 regional projects have been approved, which are regional segments of federal projects:

1. Financial support for families with the birth of children;
2. Promotion of women's employment - creation of conditions for preschool education for children under 3 years of age;
3. Development and implementation of a program of systemic support and improvement of the quality of life of senior citizens.
4. Strengthening public health.
5. Creating conditions for all categories and groups of the population to engage in physical education and sports, including increasing the level of provision with sports facilities, as well as the formation of a sports reserve.

In this regard, it seems extremely important to trace the connection with

previously developed and approved strategic documents when developing operational plans for the implementation of regional projects. In the course of our research, we compiled a table that allows us to link the activities of regional projects of the national project "Demography" and the socio-economic effects obtained as a result of synchronizing such activities.

The system of activities of the regional program corresponds to the goals and performance indicators of the national project and, with a high probability, will ensure their achievement. At the same time, there are risks of failure to achieve the rates of growth of labor productivity planned by the national project in relation to the entire set of medium and large enterprises of the basic non-resource industries of Ukraine. Due to significant production, technological and economic potential, developed infrastructure and high innovative activity, Ukraine is able to act as one of the main centers for the creation and dissemination of new technologies and solutions (including digital ones) that contribute to the growth of labor productivity, as well as a "springboard" for the development of new approaches and tools for stimulating increased productivity, which can then be extended to other regions of Ukraine.

Based on the results of the analysis of the contents of the national project passport, the following recommendations can be proposed for implementation at the regional level:

- independent expert assessment of the tools and measures to support the growth of labor productivity for their effectiveness and efficiency;
- surveying top management of enterprises in the real sector of the economy on issues of failure to achieve growth in labor productivity indicators at enterprises in the region;
- expert analysis of development institutions at the regional level for their effectiveness and the comprehensiveness of the measures being implemented.

In the era of the deployment of the digital economy, it is relevant for the regions of Ukraine to implement national projects in the field of digital

transformation of regional economic systems jointly with the federal center. The rapid growth of digital technologies has a significant impact on all areas of activity, each industry is experiencing a digital revolution, which forces companies to transform business models, introduce innovative technologies and adapt to rapidly changing user behavior. More and more industries and sectors of the national economy: industry, trade, medicine, education, finance, construction, transport, agriculture, communications and others - are beginning to use technologies and methods of the digital economy. The digital transformation of Ukraine is carried out within the framework of the state policy to create the necessary conditions for the development of the digital economy of the country, corresponds to the Strategy for the Development of the Information Society in Ukraine.

As part of the work on the implementation of the regional component of the national project "Digital Economy of Ukraine", the Ministry of Digital Transformation prepared drafts of the regional program and regional projects of the digital economy for the period up to 2024, covering 5 areas:

1. Information infrastructure
2. Personnel for the digital economy
3. Information security
4. Digital technologies
5. Digital public administration.

The draft Program for the Development of the Digital Economy of Ukraine and the draft Roadmap include 10 areas:

1. Improving the efficiency of state and municipal governance and the system of state and municipal services.
2. Supporting small and medium-sized businesses using digital tools and developing e-commerce.
3. Digital transformation of industry.
4. Digital transformation of agriculture and the agro-industrial complex.
5. Development of the infrastructure of the digital economy of the Ukraine.

6. Digitalization of urban economy, construction and housing and communal services.

7. Ensuring information security.

8. Development of the digital industry.

9. Digital transformation of the education system.

10. Digital transformation of healthcare in Ukraine.

We believe that the structure of the directions of the draft Program corresponds to the main directions of the national project "Digital Economy of Ukraine" and the priority directions included in it. At the same time, the draft Program takes into account the features and regional specifics in terms of the contribution of various industries to the formation of GRP in Ukraine, the occupied market niches and its place in interregional and all-Ukrainian chains of market, logistics, service and production and technological cooperation.

At the same time, in the current conditions, as the first stage of forming a developed IT cluster, it may be advisable to introduce into Strategy-2030 and all program documents related to digital transformation, a new emphasis in the development of the IT sector on IT outsourcing and business process outsourcing, which are actively developing industries with high added value indicators and growth potential [2; 3; 4; 5].

Openness of capital, labor and finished product markets makes the implementation of national projects at the regional level of management in terms of international export-import operations a priority. The objectives of this national project are highly relevant for Ukraine. The system of measures of the regional program corresponds to the goals and performance indicators of the national project, but, according to the authors, in the current economic conditions there is a high probability of not ensuring their achievement in relation to the entire set of medium and large enterprises of Ukraine focused on international cooperation and export.

Based on the results of the conducted examination of international cooperation and export of Ukraine, it is possible to state the presence of the following key

problems: 1) insufficient analysis of internal trends of export and import opportunities of regions; 2) the absence of developed regional sets of measures for the development of export of promising industries.

Based on the conducted analysis, the following recommendations can be proposed for implementation at the regional level:

- conduct an in-depth analysis of promising export niches in the world market for products and services manufactured in Ukraine, as well as the possibilities of eliminating barriers to export development;

- develop and implement a set of measures of state support for the development of exports of non-raw material, non-energy goods, including engineering products;

- develop and implement a set of measures of state support for the development of exports of products of the regional agro-industrial complex, including through the development of breeding centers in the field of crop production and livestock farming;

- develop and implement a set of measures of state support for the development of exports of telecommunications, computer and information services;

- develop and implement a set of measures to support and develop the export of services related to the use of industrial products (services for the processing of goods belonging to other parties and services for the maintenance and repair of goods);

- develop and implement tools for assessing the participation of small and medium-sized businesses in indirect exports from the region (in the format of suppliers of components and semi-finished products for exporting enterprises) and mechanisms for supporting indirect exports;

- ensure cooperation between the Regional Export Support Center and mirror foreign structures.

Conclusions of the research. Based on the investigation carried out, the following key findings can be obtained:



1. Review of the situation of fundamental science, providing a framework for systematizing the principles of public administration in the sphere of socio-economic development of regions. Among these principles we can see the following: scientific background, decentralization and coordination, recognition of regional and national interests, systemicity, activity, which conveys the current adjustment of achieved goals and expenses incurred for this purpose, partnership, design and forecasting, etc. It has been established that in order to ensure regional development, a low level of public management instruments will be used. Among them are the project approach, public-private partnership, strategy, investment, development of the sovereign fund, regional development, etc.

2. The peculiarities of European integration have been identified, which is a strong catalyst for the development of regions of Ukraine. Successful integration to the EU depends on Ukraine's efforts not only to harmonize legislation and standards, but also to ensure balanced development of the regions, increasing their competitiveness and the cost of living of the population. We rely on the fact that the successful European integration of Ukraine opens up new opportunities for the development of regions, focusing directly: activation of stagnant project approaches, advancement level of life of the population; increasing the competitiveness of regional economies; obtaining investments and creating new jobs; modernization of infrastructure and improvement of the environmental situation. We respect that in order to realize these possibilities it is necessary to implement the following approaches: complete the decentralization reform and expand the re-importance of local authorities; create a favorable investment climate and receive foreign investment; increase the level of education and qualifications of the workforce; promote environmentally friendly technologies and rational use of natural resources; actively cooperate with EU countries and receive international technical assistance. After the victory, all regions must comply with EU standards.

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