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IMPROVING THE MECHANISM OF PUBLIC MANAGEMENT OF THE STRATEGIC DEVELOPMENT OF THE REGION

One of the key conditions for the successful implementation of the region's development strategy (achievement of strategic goals, directions, and priorities) is a well-founded mechanism that ensures the efficiency and flexibility of management decision-making, regulates all management processes, and defines the methods and tools that will be used to exert a targeted influence on the regional system.

The aim of this article is to study the components of the mechanism for implementing the region's development strategy and propose improvements in the context of the modern socio-economic development requirements. The research methods include literary analysis and generalization.

Based on the analysis of scientific works by domestic scholars dedicated to public management of regional development, the article identifies the key elements of the mechanism for implementing the region's development strategy.

The author's proposals for improving the mechanism for implementing the regional development strategy in terms of expanding the interaction between public authorities and stakeholders, developing the institution of partnership, forming a systemic managerial influence on the intensification of socio-economic and innovative processes in the region, expanding the activities of publishing information through own websites, media, social media channels, etc., and intensifying the use of communication tools (advertising, PR, propaganda, etc.) are formulated.

The proposed mechanism for implementing the regional development strategy allows creating a holistic conceptual-strategic regional management system to ensure a favorable entrepreneurial and investment climate, stimulate innovation, and achieve long-term development based on the region's potential and unique characteristics of it.

Key words: mechanism, strategy, development, region, priorities, potential, public management, public authorities.

Introduction. One of the important conditions for the successful implementation of the regional development strategy (achievement of strategic goals, directions, and priorities) is a well-grounded mechanism that ensures the promptness and flexibility of managerial decision-making, regulates all management processes, and defines methods and tools that will be used to exert a targeted influence on the regional system.

Analysis of Recent Research and Publications. The essence and features of mechanisms for implementing the regional development strategy have been studied by domestic researchers such as Bohashko O. L. [1], Vakhovych I. M. [2], Zvieriakov M. I., Kukharska N. O., Klevtsevykh N. A., Sharag O. S. [3], Komelina O. [4], Kukharska N. [5], Matsiehora O. Yu. [6], Mushenyk I. [7], Sukhorykov A. I. and Khara-zishvili Yu. M. [8], Pustovar V. V. [9], Putsenteilo P. R. and Zavytii O. P. [10], Tulchynska S. O. [11], Shebanin V. S., Umanska V. V., and Reshetilov H. O. [12],

among others. However, in our opinion, insufficient attention has been paid to improving the mechanisms for implementing updated strategies.

The aim of the article is to study the components of the mechanism for implementing the regional development strategy and propose improvements in the context of modern socio-economic development requirements.

Research methods include literature analysis and generalization.

Results. The increase in regional competitiveness and investment attractiveness, the stimulation of business activity in the region, and the sustainable development of the regional economy are among the strategic goals of most domestic regions. To ensure their implementation, an appropriate management mechanism must be established.

Scholars define the essence of the mechanism for implementing a regional development strategy and its components from various perspectives (object-sub-

ject, system-subsystem, etc.). Let us examine these perspectives.

Putsenteilo P. R. and Zavytii O. P. emphasize that the formation of a strategic management mechanism for a region requires a systematic approach, the definition of principles, the development of an appropriate methodology, and consideration of the shortcomings in the organization of strategic management of socio-economic development in Ukraine's regions [10]. This is a classical approach to forming any mechanism, which is difficult to dispute.

Tulchynska S. O. believes that the foundation of the mechanism for implementing regional economic development lies in a regional innovation strategy. This strategy facilitates the creation of favorable conditions for the development and realization of the region's intellectual potential, increases the provision of public goods and services, and enhances the well-being of the population [11].

Pustovar V. V. suggests supplementing the organizational mechanism for developing a regional strategy with an assessment of the regional innovation-investment status and the creation of a temporary working body for strategy development [9].

Thus, S. O. Tulchynska and V. V. Pustovar consider it expedient to take into account innovations and investment needs of the region in the strategy mechanisms.

Several researchers have specifically analyzed organizational and economic mechanisms. Macehora O. Yu. distinguishes between these two mechanisms. The organizational mechanism includes the formulation of regional development policies, the organizational system for designing and implementing socio-economic development strategies, goal management and control, organizational tools, and legal support for strategy implementation. The economic mechanism, in turn, comprises financial support systems and economic instruments for implementing the strategy [6].

Mushenyk I. points out that the formation of an organisational and economic mechanism for policy implementation at the regional level involves the assessment of modern methods, means and tools of management, their optimisation in order to increase the efficiency of activities and achieve the desired parameters [7].

Vakhovych I. M. understands the organisational and economic mechanism of development strategy formation as a set of economic, organisational and managerial methods and tools for influencing the development of the socio-ecological and economic system of the territory in order to ensure the achievement of its strategic goals and objectives [2].

Bogashko O. L. puts a three-level model in the basis of the organisational and economic mechanism of regional development management [1, p. 5]: "Strategy – Programme – Targeted Approach", i.e., the strategy of economic development, a comprehensive regional programme for the implementation of the strategy's objectives, measures to ensure the implementation of the programme's objectives and strategic guidelines. According to Bogashko O. L., this model allows to balance the impact of public administration on the socio-economic system, to coordinate the development processes depending on the assessment of the region's resource provision.

Therefore, the organisational and economic mechanisms for forming a development strategy include a set of economic and organisational tools consisting of methods, programmes and support systems.

Shebanin V. S., Umanska V. V., and Reshetilov H. O. examined territorial development mechanisms in the context of strategic planning. In their view, strategic planning involves updating development priorities for the public and local and state authorities, identifying modern tools for managing the continuous growth of regions, and strengthening their financial-economic resilience [12]. Updating development priorities and public governance tools is crucial in light of modern challenges, necessitating further in-depth research.

Sukhorukov A. I. and Kharazishvili Y. M. include in the mechanism of monitoring the indicators of economic security of the region the collection of information on the actual value of indicators, their deviation from the normative values and decision-making [8, p. 221–222]. In our view, the components of security (economic, information, etc.), as well as the analysis of indicators (financial, personnel, etc.) should be covered in any mechanism (not only economic or organisational).

Komelina O. V. defines self-regulation as an independent initiative activity of business entities and other entities (whose interests are related to them) aimed at developing and establishing local standards and rules for attracting resources in accordance with modern requirements for the production of products, which ensures control over their compliance and conflict resolution. Potential participants in self-regulation may include consumers, regional and local governments [4]. We define self-regulation as a feature of the public administration system of a region that allows solving minor problems on the ground without the involvement of management, minimising the inconsistency between tasks and resources.

Zvieriakov M. I., Kukharska N. O., Klevtsevykh N. A., and Sharah O. S. include stake-

holder engagement, the formation of multi-actor regional private partnerships, and controlling within the strategic management mechanism [3, p. 110].

The modern model of interaction between public authorities and stakeholders in a region involves, on the one hand, developing the partnership institution and, on the other hand, creating a systematic management influence to stimulate socio-economic and innovation processes. The dissemination of information can take place through official websites, media, social media channels, and relevant events such as press conferences, forums, and roundtable discussions. The marketing communication tools that should be utilized include non-commercial advertising, public relations (PR), and propaganda.

Thus, the mechanism for implementing the regional development strategy can be represented schematically (Figure 1).

Let us consider the components of the mechanism for implementing the regional development strategy, as presented in the diagram.

The regional development strategy is understood as a comprehensive program of actions aimed at ensuring the reproduction of socio-ecological and economic processes and sustainable development in the region, should be formed with consideration of the region's potential and its priority development directions.

By regional potential, we mean all available resources within the region (natural, geographical, geopolitical, human, etc.), as well as opportunities for their effective utilization.

The priorities of regional development should be identified as specific directions that can ensure the realization of the region's key success factors among competing regions. These directions may include, for instance:

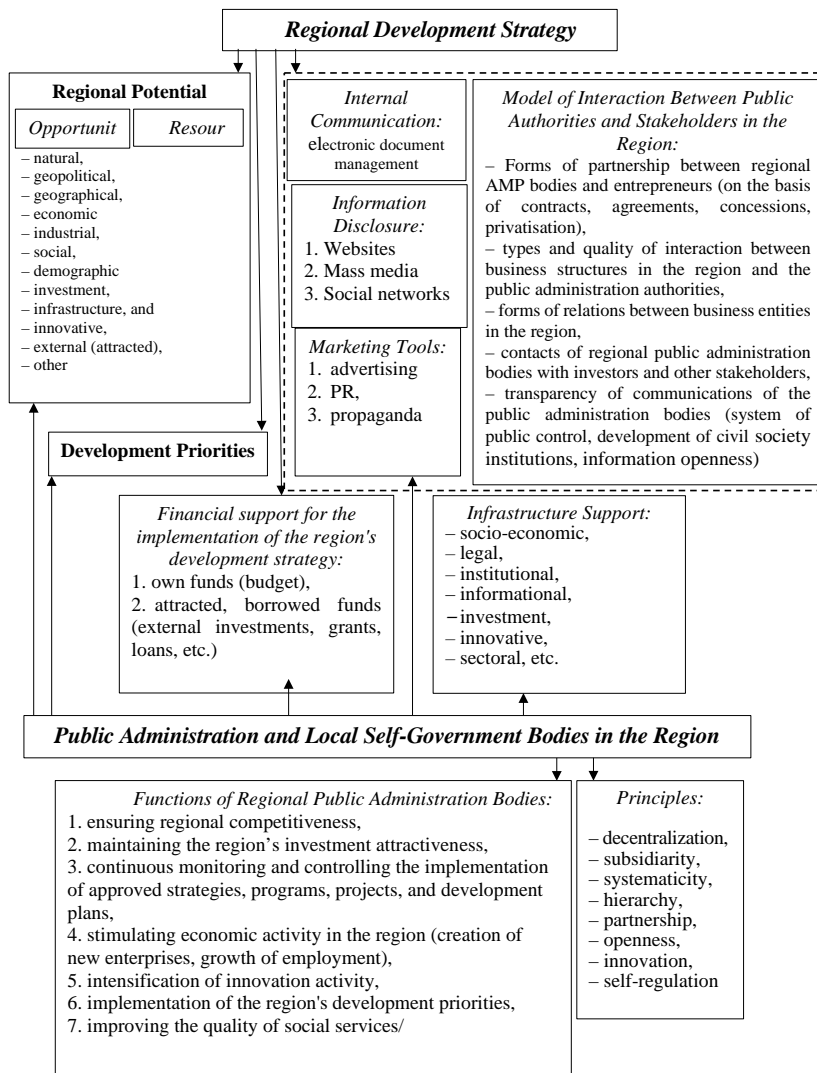


Fig. 1. Mechanism for Implementing the Regional Development Strategy

(compiled by the author)

- the development of innovations and innovation infrastructure;
- support for priority industries for the region, a certain specialisation of the region;
- support for high technologies;
- support for environmental initiatives (resource-saving measures, environmentally friendly technologies, the production of eco-friendly goods, etc.);
- modernization of regional transport, communication, logistics, and institutional infrastructure, etc. infrastructure;
- attraction of investments into the region;
- support for regional businesses, etc.

Given that the region is a system where sectoral, intersectoral, internal, interregional, cross-border, and international connections are closely intertwined, it is considered essential to expand the communication activities of public authorities and local self-government bodies. These activities should include:

- improved internal communications (with a focus on expanding electronic document management);
- updated external communications (including the components of "Stakeholder Interaction", "Information Disclosure", and "Marketing Tools").

The improved internal electronic document management system not only enhances the efficiency of public authorities but also improves their image, which is an integral part of the region's overall reputation.

In addition to budgetary funds, the implementation of the regional development strategy may also involve attracted and borrowed financial resources. These funds may come from:

- state (government)-targeted programs,
- domestic and foreign investors, investment funds,
- innovation funds,
- venture capital funds,
- business angels (angel investors),
- business incubators,
- international banks,
- grant programs, etc.

The implementation of the regional development strategy in modern conditions is impossible without

the interaction of public authorities with stakeholders. Each region develops its own model of such cooperation, defining the forms of partnership, types and quality of interaction, forms of relations, etc.

In our opinion, the activities of public administration and local self-government bodies in the region should primarily adhere to the principles of:

- decentralization,
- subsidiarity,
- systemicity (systemic approach),
- hierarchy,
- partnership,
- transparency (openness),
- innovation,
- self-regulation.

The functional responsibilities of regional public authorities related to strategic regional development include:

- implementation of regional development priorities,
- provision of high-quality social services,
- addressing ongoing development challenges,
- continuous monitoring and control over the implementation of adopted strategies, programmes, projects, and development plans.

Such a mechanism for implementing the regional development strategy will contribute to improving the living environment for the population and enhancing the region's competitiveness among other things.

Conclusions. Based on the results of the study, the following key points can be highlighted:

- the analysis of scientific works by domestic researchers on public administration in regional development has made it possible to identify the essential components of the mechanism for implementing the regional development strategy.
- the proposed mechanism for implementing the regional development strategy enables the creation of a comprehensive conceptual and strategic management system for the region. This system aims to ensure a favorable entrepreneurial and investment climate, stimulate innovation, and promote long-term development based on the region's potential and unique characteristics.

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Кудріна О.Ю., Кальченко І.В. УДОСКОНАЛЕННЯ МЕХАНІЗМУ ПУБЛІЧНОГО УПРАВЛІННЯ СТРАТЕГІЧНИМ РОЗВИТКОМ РЕГІОНУ

Однією з важливих умов успішної реалізації стратегії розвитку регіону (досягнення стратегічних цілей, напрямків і пріоритетів) є обґрунтований механізм, який передбачає оперативність і гнучкість прийняття управлінських рішень, регламентує всі управлінські процеси та визначає методи й інструментарій, за допомогою яких буде здійснюватися цілеспрямований вплив на систему регіону.

Метою статті є дослідження складових механізму реалізації стратегії розвитку регіону та пропозиції щодо його удосконалення в контексті вимог сучасного соціально-економічного розвитку. Методи дослідження – літературний аналіз, узагальнення.

У статті за результатами аналізу наукових праць вітчизняних науковців, присвячених публічному управлінню регіональним розвитком, виокремлено важливі складові елементи механізму реалізації стратегії розвитку регіону.

Сформовано авторські пропозиції щодо удосконалення механізму реалізації стратегії розвитку регіону в частині розширення взаємодії органів публічної влади і стейкхолдерів, розвитку інституту партнерства, формування системного управлінського впливу на активізацію соціально-економічних та інноваційних процесів у регіоні, розширення діяльності з оприлюднення інформації через власні сайти, ЗМІ, канали у соціальних мережах тощо, активізації використання інструментів комунікацій (реклами, PR, пропаганди тощо).

Запропонований механізм реалізації стратегії розвитку регіону дозволяє створити цілісну концептуально-стратегічну систему управління регіоном з метою забезпечення необхідного підприємницького та інвестиційного клімату, стимулювання інновацій та довгострокового розвитку, що базується на потенціалі і унікальних особливостях регіону.

Ключові слова: механізм, стратегія, розвиток, регіон, пріоритети, потенціал, публічне управління, органи публічного управління, публічна влада.