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ЄВРОІНТЕГРАЦІЙНИЙ ВИМІР ІННОВАЦІЙНИХ СТРАТЕГІЙ У ПУБЛІЧНОМУ УПРАВЛІННІ

THE EUROPEAN INTEGRATION DIMENSION OF INNOVATION STRATEGIES IN PUBLIC ADMINISTRATION

У статті досліджено євроінтеграційний вимір розвитку інноваційних стратегій у системі публічного управління України в умовах цифрової трансформації та інституційних реформ. Актуальність дослідження зумовлена необхідністю модернізації державного управління відповідно до стандартів Європейського Союзу та принципів good governance, що передбачають підвищення ефективності управлінських процесів, прозорості діяльності органів влади та залучення громадян до прийняття управлінських рішень.

Метою дослідження є визначення впливу процесів європейської інтеграції на формування та реалізацію інноваційних стратегій у системі публічного управління України. Методологічну основу дослідження становлять загальнонаукові методи аналізу та синтезу, системний і порівняльний підходи, а також метод узагальнення міжнародного досвіду. У роботі проаналізовано сучасні підходи до впровадження інновацій у сфері публічного управління та визначено ключові напрями цифрової трансформації державного сектору.

Встановлено, що важливими складовими інноваційних стратегій у публічному управлінні є цифровізація адміністративних процесів, розвиток електронного урядування та електронної демократії, використання сучасних інформаційно-комунікаційних технологій, зокрема штучного інтелекту, аналітики великих даних, блокчейн-технологій і відкритих даних. Значна увага приділяється розвитку моделей відкритого урядування, які передбачають посилення прозорості діяльності державних інституцій, розширення громадської участі у формуванні державної політики та формування партнерських відносин між державою, бізнесом і громадянським суспільством.

У статті узагальнено досвід країн Європейського Союзу щодо реалізації інноваційних стратегій у публічному секторі, зокрема Естонії, Фінляндії, Данії, Нідерландів, Німеччини, Франції, Швеції та Польщі. Показано, що впровадження цифрових технологій у сфері державного управління сприяє підвищенню ефективності адміністративних процесів, оптимізації використання ресурсів, покращенню якості публічних послуг та зміцненню довіри громадян до державних інституцій.

Визначено основні бар'єри впровадження інновацій у системі публічного управління України, серед яких інституційна інерційність управлінських структур, недостатній рівень цифрових компетентностей державних службовців, обмежені фінансові ресурси та необхідність модернізації цифрової інфраструктури. Обґрунтовано, що подолання цих бар'єрів потребує комплексного підходу, який передбачає розвиток людського капіталу, удосконалення нормативно-правової бази, розвиток цифрової інфраструктури та посилення кібербезпеки.

Зроблено висновок, що впровадження інноваційних стратегій у публічному управлінні є важливим чинником модернізації державного сектору та поглиблення європейської інтеграції України. Системна реалізація цифрових трансформацій та принципів відкритого урядування сприятиме формуванню ефективної, прозорої та орієнтованої на потреби громадян моделі публічного управління.

Ключові слова: публічне управління, інноваційні стратегії, цифровізація, європейська інтеграція, електронне урядування, відкритий уряд, good governance.

The article examines the European integration dimension of developing innovative strategies in Ukraine's public administration system in the context of digital transformation and institutional reform. The relevance of the study is determined by the need to modernise governance mechanisms in accordance with European Union standards and the principles of good governance, which emphasise transparency, accountability, efficiency and citizen participation in decision-making processes.

The purpose of the research is to analyse the impact of European integration processes on the formation and implementation of innovative strategies in Ukraine's public administration. The methodological framework combines systemic and comparative approaches with methods of analysis, synthesis and generalisation of international experience in public sector innovation.



The study identifies key directions of innovative development in public governance, including the digitalisation of administrative processes, the expansion of e-government and e-democracy instruments, and the use of advanced digital technologies such as artificial intelligence, big data analytics, blockchain solutions and open data platforms. Particular attention is paid to open government models aimed at strengthening transparency, expanding civic participation and fostering cooperation between the state, business and civil society.

The article summarises the experience of several European Union countries, including Estonia, Finland, Denmark, the Netherlands, Germany, France, Sweden and Poland, which have successfully implemented digital governance strategies. These practices demonstrate that the systematic use of modern information technologies increases administrative efficiency, improves the quality of public services and strengthens citizens' trust in public institutions.

It is concluded that innovative governance strategies grounded in digital transformation and open governance principles are a key factor in modernising Ukraine's public administration system and advancing its European integration trajectory.

Key words: public administration, innovative strategies, digitalisation, European integration, e-government, open government, good governance, public sector innovation.

Formulation of the problem. Modern globalisation processes and the intensive development of digital technologies necessitate rethinking concepts and approaches to public administration. One of the most important tasks is adapting state institutions to new technological realities to ensure high-quality public services. Traditional management approaches, focused on paper-based office work and regulated procedures, increasingly fail to meet the expectations of modern society, which seeks speed, openness, and innovation in its interactions with the authorities.

The relevance of the chosen topic stems from the need to increase the efficiency of public administration in the context of European integration processes, which are accompanied by the active implementation of digital tools, new management approaches, and the transformation of the socio-economic environment. In modern conditions, state authorities face a number of challenges: rising citizens' expectations for the quality of public services, the need to use resources rationally while simultaneously increasing the effectiveness of management decisions, and the need to introduce innovations to enhance transparency and accountability. In the context of globalisation and cross-border processes, the analysis and adaptation of European experience in implementing innovative public administration strategies that have demonstrated high efficiency across different countries is of particular importance.

Analysis of recent research and publications. Among the scientists who studied the impact of European integration processes on the development of public administration in Ukraine, it is worth noting the works of V. Borshchevsky, I. Hrytsiak, Ya. Zhuravlya, Yu. Kovtun, Yu. Linnik, O. Morozova, Yu. Mokhova, K. Nesterenko, N. Orlova, K. Pastukh, V. Sychenko and others. The need to modernize the public administration system in Ukraine is determined by the desire to form a flexible, open and responsible state structure capable of effectively responding to dynamic internal and external challenges, which

contributes to the creation of a positive international image of the state [1, p. 48].

Innovative approaches in public administration are currently the subject of active scientific discussions in Ukraine, where the transformation of the public sector and the implementation of European practices are considered priority areas of state policy. A significant contribution to the development of this issue was made by such scholars as I. Bondarenko, who studies the processes of reforming the public administration system through the prism of the integration of modern technologies and managerial innovations; S. Glushchenko, whose works are devoted to assessing the effectiveness of innovative mechanisms in public administration and analyzing international experience in their implementation; Yu. Melnyk, who studies digital management tools, the development of e-government and the use of information and communication technologies in the activities of state bodies; O. Kysil, who focuses on improving the mechanisms for providing public services and introducing innovations in the Ukrainian context.

The use of modern technologies such as artificial intelligence, blockchain, and the Internet of Things not only optimises the functioning of the state apparatus but also significantly increases the transparency and accountability of public institutions [2]. Thanks to these technologies, the prerequisites for individualised service to citizens are created, enabling the state to respond more effectively and accurately to society's needs.

One of the current, still unresolved problems is the limited adaptation of European innovation strategies to the specifics of Ukraine's public administration system. Despite the positive experience of many countries in implementing e-government, digital technologies, and public participation tools, Ukrainian practice faces a number of difficulties in integrating these solutions, due to legal, technical, and institutional restrictions. A significant challenge remains the need to account for the socio-cultural and economic

differences of the regions, which largely determine the effectiveness of implementing innovative mechanisms. In addition, the problem of effective interaction between state authorities and the public in the context of the digital transformation of management processes requires deeper scientific study.

The purpose of the study is to study the impact of European integration processes on the implementation of innovative strategies in public administration in Ukraine.

Presenting the main material. Innovative strategies in public administration are modern approaches, methods, and technological solutions aimed at increasing the effectiveness of state bodies. They ensure improvements in management processes, the quality of public services, and the principles of openness and transparency in the work of government bodies [3]. Among the key innovation areas, several of the most effective ones can be distinguished (Fig. 1).

One of the leading vectors of the development of modern strategic management is the digitalisation of management processes, which drives the transformation of traditional models of public-sector functioning. The introduction of information and communication technologies (ICT) lays the groundwork for integrated electronic platforms for managing public resources, ensures operational interaction between citizens and authorities, and optimises decision-making processes. The digitalisation of strategic management encompasses a wide range of initiatives aimed at increasing the effectiveness and transparency of state institutions' activities.

The use of artificial intelligence technologies and big data analytics opens new opportunities for predicting public needs, rational resource allocation, and the development of adaptive management models that ensure flexibility and efficiency in responding to changes in the external environment. The use of blockchain technologies increases trust in state processes by creating effective tools for ensuring transparency, accountability, and anti-corruption controls. In turn, the development of electronic governance (e-Government) contributes to automating administrative procedures, reducing bureaucratic burdens, and increasing the availability of public services in digital form, thereby improving communication between authorities and society [4].

The innovative paradigm of strategic management involves implementing the principles of open governance, focused on ensuring transparency, accountability, and active citizen participation in decision-making processes. The concept of open government is based on expanding public influence by institutionalising e-democracy mechanisms.

Among the key tools for implementing this concept are: crowdsourcing in the process of forming public policy, which involves involving citizens in the development of strategic decisions; the use of open data (Open Data) as a means of ensuring the transparency of the activities of government structures; as well as the implementation of CivicTech technologies, which expand the possibilities of civic participation through the integration of mobile applications, online platforms and electronic consultations. Such tools contribute to increasing trust in state institutions, fostering democratic engagement, and developing a partnership model of "state-citizen" [5].

Agile Governance and adaptive management models. In the context of dynamic social transformations, the public administration system is increasingly focused on implementing the principles of Agile Governance, which provide greater flexibility, faster response times, and the ability to adapt in conditions of uncertainty. The application of this approach aims to create management structures that can effectively respond to modern challenges by implementing short strategic cycles, continuous monitoring of results, and prompt adjustment of decisions.

An important component of such a model is the decentralisation of management and delegation of authority, which ensures greater autonomy for public sector structures and contributes to their growth in responsibility and decision-making efficiency. A significant role in the development of adaptive management models is played by the Design Thinking methodology, which orients the development of public services to citizens' real needs. This approach stimulates innovation in the public sector, improves the efficiency of management decision-making, and enhances the quality of public services [6].

Partnership between the state, business and civil society (Public-Private Partnership, PPP). One of the key areas of innovative strategic management is the development of effective interaction between the public sector, private business and civil society. The concept of public-private partnership (PPP) is based on the joint use of resources, competencies and potential of different sectors to solve strategic socio-economic tasks. The main goal of such partnerships is to increase the effectiveness of public administration by optimising resources and jointly implementing infrastructure projects, thereby reducing the financial burden on the state budget. Delegation of certain functions to the private sector contributes to improving the quality of public services through innovation, mobility, and the efficiency of business structures. In addition, the activation of social innovations within the framework of interaction between the state and

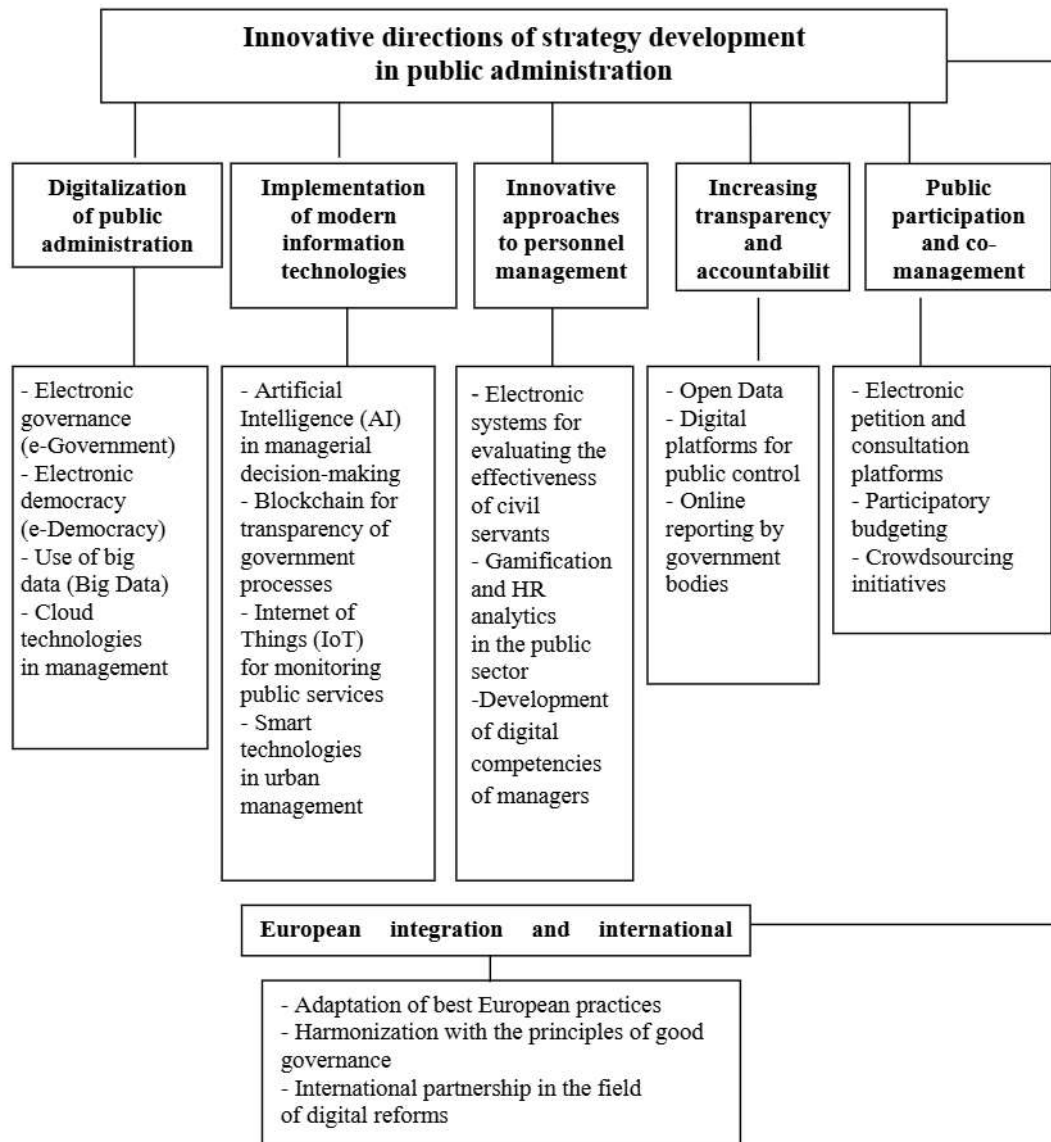


Fig. 1 Innovative directions of strategy development in public administration

civil society creates new opportunities to increase the level of well-being of the population, develop human capital, and solve urgent social problems. Thus, public-private partnerships are an important tool for developing an innovation-oriented model of public administration [7].

The use of strategic forecasting and data analytics. In the modern context of digital transformation, strategic forecasting based on the analysis of large datasets is particularly important for formulating effective state policy. This approach not only allows identifying trends in the development of socio-economic processes but also provides a scientific basis for strategic management decisions. One of the key methods of modern forecasting is scenario planning, which involves modelling several possible scenarios and ensuring management strategies remain flexible in response to the dynamics of external and internal factors [8].

Significant potential in this context lies in foresight research aimed at determining long-term state policy priorities, identifying future challenges, and developing preventive mechanisms to address them. At the same time, the use of cognitive models allows predicting the impact of management decisions on social processes, increasing their scientific validity and effectiveness. Thus, the use of data analytics tools in combination with strategic forecasting provides the basis for developing adaptive, long-term management decisions focused on the sustainable development of the state [9].

However, implementing innovative strategies in public administration is complicated by several organisational and institutional barriers. One of the most significant challenges remains the inertia of bureaucratic structures that retain an orientation towards a rigid hierarchy, standardised procedures

and formalised management mechanisms. Such conservatism limits the ability to implement flexible, adaptive management models, making it difficult to integrate new approaches into the current regulatory framework and administrative traditions.

In addition, the insufficient level of digital competencies among civil servants significantly reduces the effectiveness of using modern technologies, such as artificial intelligence, big data analytics, and blockchain solutions. This necessitates systematic investments in human capital development, the creation of professional training programs, and increased digital literacy among public administrators.

An equally important factor is the financial component of digital transformation. Implementing innovative technologies requires significant expenditures on modernising information systems, developing digital infrastructure, ensuring cybersecurity, and developing new technological solutions. For states with limited budgetary resources, such investments pose a serious challenge, often involving digital infrastructure and the creation of a secure information environment for citizens.

Despite existing risks, the potential for digitalising public administration remains extremely high. The use of modern technologies increases the efficiency of administrative processes, strengthens transparency in government decision-making, and expands citizens' access to administrative services. The integration of artificial intelligence systems and big data analytics increases the validity of administrative decisions, enabling the prediction of socio-economic trends and the optimisation of resource use [4].

The transition to the Open Government model and the active involvement of citizens in decision-making processes through electronic platforms strengthen trust in state institutions and foster partnerships between authorities and society. International practice convincingly shows that states that systematically introduce digital innovations in the field of administration demonstrate higher rates of economic growth, social stability and quality of public services [14].

To support theoretical provisions on the implementation of innovations in public administration, it is advisable to consider the European Union's practical experience. Table 1 provides a generalised description of the key strategies aimed at modernising the public administration system through digitalisation, openness, and partnership between the state and society.

Thus, innovative strategies in public administration have significant potential to modernise the public sector and increase its efficiency. At the same time, the realisation of this potential requires a comprehensive approach that involves overcoming bureaucratic resistance, developing officials' digital competencies, attracting investment in technological infrastructure, and strengthening cyber defence systems. Only when these factors are coordinated can an effective, transparent, and secure public administration be ensured, one focused on the needs of citizens and the sustainable development of society.

The recommendations of the European Union regarding the implementation of the Post-War Recovery Plan of Ukraine emphasise the need for a clear regulatory and legal delimitation of competences between central executive authorities and local

Table 1

**Examples of the use of innovative strategies in public administration
in the European Union countries**

Country	Name / strategy	Key innovations	Main results
Estonia	e-Estonia	Full digitalization of public services; X-Road system; electronic identification (e-ID)	99% of administrative procedures online; increased transparency and efficiency
Finland	Evidence-based policy (VN TEAS)	Using big data for policy development; science-based solutions	Increasing the efficiency of government decisions; minimizing subjectivism
Netherlands	Open Government Action Plan	Open data; citizen participation in politics (co-creation)	Increasing trust in government; developing public initiatives
Denmark	Digital Strategy 2022–2025	Artificial intelligence; automation; public-private partnership (PPI)	Optimization of public services; reduction of administrative costs
Germany	Smart City Charter	IoT technologies; digital infrastructure management	Developing sustainable urban ecosystems; improving the quality of life
Sweden	Innovationsrådet	Design thinking; supporting experimentation in the public sector	Formation of an adaptive management culture
France	Decider Ensemble	E-democracy; digital petitions and consultations	Citizen involvement in decision-making; increasing the legitimacy of politics
Poland	Cyfrowa Polska	Database integration; automation of administrative procedures	Improving citizens' access to services; developing digital skills

self-government authorities. The defining priority in this context is ensuring financial self-sufficiency and expanding the resource base of local budgets, which should become the basis for the formation of capable territorial communities [11].

In the conditions of the legal regime of martial law, the intensification of integration processes towards the acquisition of full membership of Ukraine in the European Union, as well as in view of the tasks of post-war restoration of the national economy, the need for the formation of a qualitatively new regional policy is becoming more urgent. Its strategic orientation should include the creation of favourable institutional, socio-economic, and legal prerequisites for the balanced development of regions, the harmonisation of state and local interests, and the maximum utilisation of the internal potential of territorial communities. At the same time, the implementation of the best European practices based on democratic principles, the rule of law and a high level of social responsibility, which form the ideological basis of the modern model of public governance, is of key importance [12, p. 176]. The prospect of Ukraine's accession to the European Union, the strengthening of globalisation processes and the complication of the geopolitical environment, which directly affect the dynamics of socio-political transformations, necessitate the improvement of conceptual approaches to strategic public management. The decisive factor in the formation of an effective national governance model is the institutional strengthening of management structures focused on improving the quality of state policy and ensuring its compliance with European standards. As noted by V. Sychenko and M. Lukashuk, central authorities must properly coordinate management processes while ensuring the implementation of the principles of openness, transparency, and accountability, which allow for systematic monitoring of the effectiveness of public administration [14, p. 93].

The key areas of improving the strategic public administration system include:

1. institutional and regulatory support aimed at updating the legislative framework in accordance with European standards;
2. development of a system for monitoring and assessing the effectiveness of the implementation of strategic documents;
3. optimisation of the organisational structure of public administration by improving mechanisms for interaction between different levels of government;
4. clear demarcation of competencies and powers in the system of multi-level governance;
5. planning and implementation of measures aimed at increasing the effectiveness of strategic

management in modern conditions [14, p. 102].

Thus, the reform of the public administration system in Ukraine should be carried out taking into account the multi-level specifics and territorial differences in socio-economic development. The regional aspect of these processes involves a differentiated approach, based on a comprehensive assessment of the social, economic, demographic and infrastructure parameters of the development of individual territories. It is obvious that in the future, border regions and administrative-territorial units on the territory of which active hostilities took place.

In order to overcome crisis phenomena and ensure the restoration of socio-economic stability of such territories, a necessary condition is the consolidation of the efforts of all subjects of public administration - state institutions, local governments and civil society institutions. In this context, it is advisable to distinguish three basic institutional mechanisms for the implementation of transformation processes:

1. financial mechanism - the formation of a stable, transparent and predictable system of financing strategic measures for the development of territories and communities;
2. social mechanism - modernisation of social institutions aimed at increasing the level of public trust and cohesion;
3. market mechanism - improvement of mechanisms for the effective use of available resources and stimulation of economic growth [15, p. 34].

To implement the practical stage of accession to the European Union, a candidate country must meet the Copenhagen criteria, which require the presence of stable institutions that guarantee democracy, the rule of law, respect for human rights, and the functioning of an effective market economy. Ukraine has partially fulfilled these criteria, ensuring the implementation of a significant portion of European law into national legislation.

European integration processes have a significant impact on the transformation of the national model of public administration, covering a wide range of organisational, institutional, legal, systemic and socio-political aspects. The change in the geopolitical context has significantly expanded Ukraine's integration capabilities. The prospect of joining the European Union requires a deep modernisation of public administration and its adaptation to European governance standards. At the same time, there is increased public demand for democratisation, transparency, and accountability of public authorities, which requires new approaches to the formulation of management policy.

Innovative concepts of strategic management play

a decisive role in modernising the public sector. The use of digital technologies, ensuring the openness of management processes, introducing adaptive management models, developing public-private partnerships, and actively using data analytics form a new paradigm of public management, focused on effectiveness and accountability. Further development of innovative strategies will determine Ukraine's ability to create a modern, effective, and transparent system of public administration that meets the standards of the European Union and the demands of civil society.

Conclusions. European integration processes are a key factor in transforming Ukraine's public administration system, making it necessary to adapt it to European principles of efficiency, openness, and accountability. The development of innovation strategies in the public sector is determined by the introduction of digital technologies, the increased role of public participation, the formation of mechanisms for public-private partnerships, and an orientation towards the effectiveness of management processes.

The introduction of modern information and communication technologies, such as artificial intelligence, blockchain, big data analytics, and e-government systems, contributes to increasing transparency in management procedures, optimising public ser-

vices, and strengthening citizens' trust in government. In this context, the use of best practices from the European Union, which demonstrate a high level of efficiency in combining digitalisation, open governance and innovative forms of partnership between the state, business and society, is extremely important.

At the same time, the process of introducing innovations in public administration faces a number of challenges - institutional, personnel and financial. The persistence of bureaucratic inertia, the insufficient digital competencies of public servants, and limited funding are holding back the pace of digital transformation. Overcoming these barriers requires a comprehensive approach that includes developing human capital, improving the regulatory framework, building digital infrastructure, and ensuring cybersecurity.

Thus, innovative strategies in public administration are a determining factor in modernising the public sector and advancing Ukraine's European integration. Their systematic implementation will contribute to the creation of an effective, transparent, and citizen-oriented management model that meets European standards of good governance and ensures the sustainable development of the state in the context of global competition and the digital economy.

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