

## THEORETICAL FOUNDATIONS OF INNOVATION IN PUBLIC ADMINISTRATION

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**Abstract:** In current conditions, there is a process of restructuring the existing pyramid of power and a qualitative change in the methods and methods of government. It is especially relevant in this period to apply innovative activities in public and administrative-state administration, which will create new opportunities and solutions in developing the state and society. As examples of innovative activities in public administration and public administration, there are trends in effective management, strengthening public institutions' market orientation, and government agencies' formation on new organizational principles. The author highlights the leading technologies in public administration and substantiates their importance. It is concluded that innovative management methods are very relevant in the modern world.

**Keywords:** Innovations, Innovative technologies, Management, Public administration, Socio-economic processes.

### 1 Introduction

Public administration differs from all types of management in an essential specific property, namely, the power-legal influence on the object of management, and this influence is unconditionally legitimate, that is, legitimate. Such an impact determines the achievement of the necessary level of coordination, consistency, and legal order in the life of society through legislation, norms of behavior, and other regulatory mechanisms, for example, legal, economic or moral [10].

In modern conditions, there is a process of restructuring the existing pyramid of power and a qualitative change in the methods and methods of government. As a result, there should be a transformation of the state from the owner of national natural resources and property of citizens into a governance subject, which will be responsible and accountable to the public for the management of their affairs [1]. This makes the need to use innovative activities in public and administrative-state administration especially relevant, which will create new opportunities and solutions in developing the state and society.

Today, innovative technologies in management have become widespread both for socio-economic processes and the commercial sphere and for public administration. The introduction and use of innovative technologies in management are relevant nowadays [8, 9, 43].

With the help of innovations, it is currently possible to win in the competition and achieve the company's effective activities, the region, and the state [16]. This is especially important in today's market conditions with a rapidly changing external environment.

Innovative technologies interact with many technical, economic, social, and natural environments, creating benefits for individual enterprises, regions, and countries [20]. They play a key role in implementing the main imperative of sustainable development - the harmonious combination of economic growth with the preservation of the natural environment and social progress.

Due to the innovative component in the EU countries, up to 50% of GDP growth is provided. Effective use of innovations allows these countries to overcome the quantitative limitations of natural and human resources and create conditions for ensuring long-term positive economic development dynamics [2, 3, 4, 5, 6, 7].

Standard innovative technologies in the management of socio-economic processes are such activities as outsourcing, fundraising, and foresight design, each of which has some features and advantages [52]. If some related activities seem burdensome to the company in terms of money or any other costs, then outsourcing comes to the rescue [26].

The strategic direction for implementing state policy outlines the need to reach such changes in legislation and public administration that will help transition the entire economy to innovative nature of development. Thus, the country's leadership should take a course towards modernization and innovative domestic economic development. For this strategic task, it is necessary to restructure the entire mechanism of public administration and the corresponding legal regulation. It is important to distinguish between these two concepts - innovation and modernization [11, 21, 29]. If modernization is only an improvement of the previous result or process, then innovation is the presence of a qualitatively new result [19, 23, 24].

An interesting fact is that different authors understand the result of innovation in different ways. For some, innovation is a new product; for others, it is a qualitatively new technology or process. They converge only in the fact that product and process innovations have similar features: novelty, increased efficiency in the form of increased profits by reducing costs, and commercialization [12, 27, 28].

### 2 Materials and Methods

Outsourcing allows you to entrust the management of these areas to professionals and concentrate all your efforts on solving the main strategic and production problems [41]. It is the process of a company transferring part of its production or business processes to another company that is an expert in a given field.

Outsourcing is traditionally divided into several areas (Figure 1). However, with the development of convergence of services and the unification of their provision methods, this distribution becomes more and more conditional.

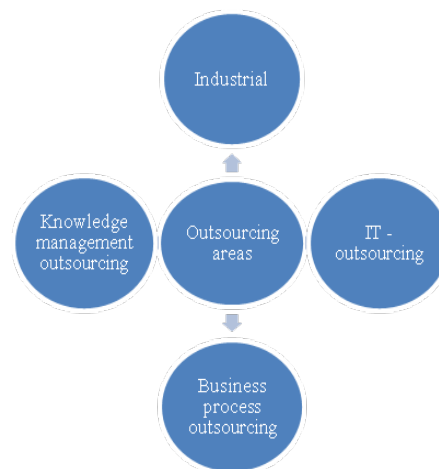


Figure 1 – Outsourcing areas

In general, outsourcing seems to be a profitable deal for many companies that do not have enough resources for total control of all stages and production processes. World statistics confirm this. In public administration, outsourcing is considered the

transfer of the execution of a separate process or type of work to an external organization while maintaining the public organization's overall responsibility by concluding an agreement [14, 30-33, 36-40].

Fundraising is the process of attracting external, third-party resources for the company, necessary for the implementation of a task, project execution, or activities in general. Sources of funds can act as 4 entities: sponsors, patrons, investors, and grant-giving organizations [42, 53].

Although interaction with each of the sources is built in a different style, using different procedures and mechanisms, the general logic of fundraising remains unchanged. It is represented by the following cycle, shown in Figure 2.

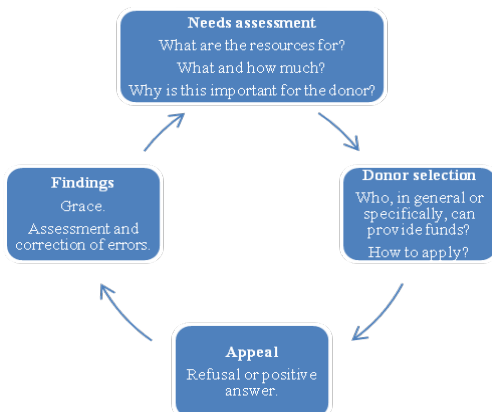


Figure 2 – Fundraising cycle

The organization must act in a meaningful and consistent manner at all four stages. This is an important step towards raising more funds than is invested in the fundraising process itself and ensuring continuous work in a cycle, moving from individual attempts to a fundraising system.

Fundraising is also used in public administration. Its content does not change – in simple terms, it is a search and subsequent attraction of funding or other resources (human, material) organizations and the population for non-commercial needs. Fundraising is actively used in the implementation of government programs in a country or region [44, 48, 49, 50, 51].

The next innovative technology is foresight design, intelligent technology for the future's collaborative design. This communication format allows participants to create a collective image of the future and agree on joint actions to achieve it [17].

Unlike traditional forecasting, foresight technology is projective in relation to future events. This means that the authors and participants of the foresight do not simply assess the probabilities and risks of certain events but design their current activities in such a way as to strengthen positive trends and increase the likelihood of desired events, and prevent the strengthening of negative, undesirable trends [55, 56, 57].

Foresight includes the following actions focused on designing the future: thinking and generating ideas, discussing and searching for possible prospects and opportunities to use the formulated ideas in the future [25].

The foresight method has been used for over 30 years worldwide. It is gradually becoming a powerful tool for defining strategies for shaping the future, both in large corporations responsible for entire technology industries and in the field of public administration, science, and civil society development [58, 59].

The most important condition for the project's success is the use of methods that ensure the effective work of the experts involved (Figure 3).

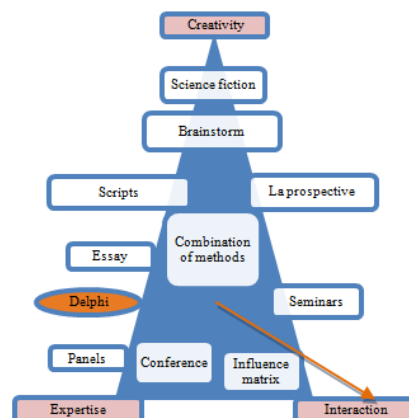


Figure 3 – Foresight triangle

The problem of choosing an adequate set of approaches for application in a particular project does not have a straightforward solution. There are basic principles for the formation of combinations of methods. The so-called "Foresight triangle", at the top of which are the key factors that ensure the success of working with experts: creativity, extraction of expert knowledge, and interaction. The Foresight methods inside the triangle correspond to their "attraction" to one or another corner of it. Using any of the methods has its own strengths and weaknesses [54].

As examples of innovative activities in the public and administrative-state spheres, there are trends in borrowing methods of effective management, strengthening the market orientation of state institutions (providing services to the population and business, financial independence, and managerial autonomy), and the formation of government agencies on new organizational principles [17]. Government agencies are actively using strategic planning methods, balanced scorecard, and other methods that have already proven their effectiveness in management [22].

The idea of electronic government is a good example of the result of innovative activity. Returning to the issue of the insolvency of traditional bureaucratic organizational structures, which are no longer able to effectively carry out management activities, one can quote the statement of the President of CCDM (Canada), J. Burghon, "The task of state bodies is to move from a bureaucratic management model to a learning organizational model government bodies" [13].

### 3 Results

The differences between these models are as follows. As you know, the bureaucratic model is focused on solving typical problems in accordance with traditionally given (historically developed) algorithms. In this case, an obvious pattern arises: the more difficult the tasks to be solved, the larger the administrative apparatus that solves these very managerial tasks. Moreover, the solution algorithm remains the same or is slightly modified.

From the point of view of cybernetics, the control system's complication with the complication of the controlled system is natural [18]. But from the point of view of management, this only leads to the buildup of "layers" of the management pyramid, which stimulates the formation of multiply duplicated subsystems, and, as a result, the process of strengthening the centralization of a bureaucratic organization with an organizational structure tending to "loosening" [34]. Accordingly, such a strategy becomes suboptimal over time, the costs of maintaining the governing bodies in working order increase, which imposes a heavy burden on the state budget.

It should be noted that the last argument that forced managers to use the idea of e-government was the budget deficit. But the

more severe shortcomings of state bodies' bureaucratic organization lie in an unjustifiably long management cycle [45]. Despite the apparent length of this cycle, in the end, it generates quite standard, predictable solutions that do not correspond to the complexity of the tasks and problems facing the government.

#### 4 Discussion

The teaching model of the organization, about which J. Burgon spoke, is based on the processes of self-organization, self-coordination of all the links – individuals and groups. Instead of rigid vertical links, a dense network of horizontal interactions is formed. Management algorithms gain flexibility, and the groups responsible for solving emerging problems are formed each time in a new way, based on their tasks, complexity, and specificity [15].

The transition from a bureaucratic to a learning model requires a qualitative change in the control system's basic parameters [47]. In its most comprehensive form, the learning model of organization applied to the public administration system is reflected in the idea of e-government. It should be noted that the idea of e-government is interpreted as a kind of mechanism that allows only to optimize management processes in an automated mode [22].

Such a one-sided-technocratic approach to the problems of building e-government contradicts the innovative approach that is becoming more widespread in those countries that are leaders in this field. The learning model, in particular e-government, acts as a tool that can improve the efficiency of public administration [14, 34]. It will help to overcome intradepartmental and interdepartmental barriers, restructure management processes, and focus on citizens' real needs in the public services provision.

#### 5 Conclusion

Today innovative technologies are widely used not only in the commercial sphere but also in public administration. Their use helps the public administration system to develop and improve [46]. The use of such technologies as outsourcing, foresight design, and fundraising will expand the capabilities of the company and the region, and the state as a whole.

In modern scientific literature and management practice, the technocratic approach still dominates in solving the issue of innovation in the public and administrative-state management of socio-economic development [35].

Exaggerated importance is attached to technological factors, but at the same time, the aspects of an administrative and legal nature are underestimated, the importance of organizational and managerial elements in innovations related to state and municipal governance is diminished. Nevertheless, the introduction of e-government and the gradual transition to a training model is already an essential step in the innovative way of developing regions and the country as a whole.

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**Primary Paper Section: A**

**Secondary Paper Section: AE, AH**