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IMPLEMENTATION OF PARTNERSHIPS IN PUBLIC ADMINISTRATION

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SUMMARY

The article discusses the priority areas of partnership relations between the state, science, education and business in the innovation sector. The ways of improving the organizational support of governance of innovative projects in the format of public-private partnership at the regional level are proposed.

Key words: innovative development, regional level, state, business, science, education, public-private partnership, public state management authority of innovative projects.

РЕАЛИЗАЦИЯ ПАРТНЕРСКИХ ВЗАИМООТНОШЕНИЙ В ПУБЛИЧНОМ АДМИНИСТРИРОВАНИИ

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АННОТАЦИЯ

В статье рассмотрены приоритетные направления партнерских взаимоотношений, возникающие между субъектами публичного администрирования на региональном уровне. Предложены пути совершенствования организационного обеспечения государственного управления инновационными проектами в формате государственно-частичного партнерства на региональном уровне.

Ключевые слова: региональный уровень, государство, бизнес, наука, государственно-частное партнерство.

Statement of the problem. The practical implementation of the state regional policy directly depends on the intensity of the search processes and the attraction of internal resources in the development of the region. Among world-proven mechanisms for enhancing economic growth at the regional and local levels, capable of generating a multiplicative effect, public-private partnership (henceforth PPP) is a paramount importance for Ukraine, which is equal and mutually beneficial cooperation between the state, territorial communities (represented by relevant state authorities or local governments) and private investors in the framework of projects aimed at solving important for the territory socio-economic problems [1].

The mechanism of PPP forms the basis for the joint responsibility of the state, society and business for the sectors development of priority importance for the regional economy. Particularly we are talking about the implementation of

infrastructure projects (first of all about road infrastructure), modernization of housing and public utilities (water supply, water disposal, recovery of waste, etc.) and house building. However, the benefits of the interaction of the state, science, education and business in implementing regional innovation projects are undervalued. For example, the PPP have strong potential in the energy, innovation and venture entrepreneurship developing (including the introduction of alternative and renewable energy technologies), a regional information and educational system formatting. In this regard, the actual scientific task is to justify the benefits of the state partnership, science, education and business in the implementation of regional innovation policy and proposals developing to improve the efficiency of public administration of innovative PPP projects at the regional level.

The classical understanding of the essence of interaction between government and business structures in a market econ-



omy was developed by foreign economists P. Drucker, R. Cantillon, A. Carroll, F. Kotler, M. Friedman, R. Haywood, T. Schelling, I. Schumpeter and others. At the same time, the peculiarities of the state, science, education and business interaction in the innovation sphere require further inquiry.

The purpose of the study is to determine the priority areas of partnership relations between the state, science, education and business in the innovation sector, as well as to develop ways to improve the organizational mechanism of state management of innovation projects in the PPP format at the regional level.

Public-private partnerships in the regional innovation projects can be used in an extremely wide area of relations between government authorities, local governments and investors. All illustrative examples of cooperation between the state and private business in the innovation sphere are technology centers, business incubators, clusters, most of which were founded in European countries in the 1980s. The share of government and the private sector in such institutions may vary depending on proximity to the market; the state will dominate in science parks, while the private sector will dominate the structure of the founders of business parks.

Such programs had a significant impact on innovative development at the regional level because they initially focused on the development of a national system of innovations. In particular, they are aimed at creation and efficiency of the industrial and technological clusters functioning based on regional potential.

Developing institutional framework for regional innovation policy can serve as an example of strategic PPP projects. As Walter Scherrer and Ronald McQuaid noted, the concept of regional innovative PPPs can play an important role in R&D policy and clusters development. In particular, in innovation policy when the linear model of innovation fell into a decline, the growth of the systems approach in innovative research and policy caused the need for new tools. System tools of innovation policy should perform several functions, at least two of them: development and organization of innovative systems and interaction management.

PPP in this case is considered as an appropriate mechanism for such tools

formatting. Such cooperation may address the creation and strengthening of science-production relations, especially if the links between the scientific field, which in most countries is represented by universities and research centers, on the one hand, and research-oriented companies are weak; PPP can be a tool to enhance such proximity or its installation.

Priority areas for the use of innovative PPP mechanisms at the regional level are projects in scientific, technological and educational sectors, as well as at the interface of science, education and business. Consider the features of the interaction of partners in each of them, as well as problematic issues that hinder their implementation in Ukraine.

1. PPP in the scientific and technological field.

The cooperation of academic science and business is a modern form of PPP in the developing innovative field, which is to the transfer of new business knowledge for implementation in high-tech production.

There is a tendency to reduce the proportion of funds expended for science from the budget and to grow the share of the private sector in financing today. Investing in intellectual capital is recognized as the most efficient way to allocate resources. The experience of China, Israel, Finland and other countries shows that the integrative partnership of scientific institutions and business through the generation of ideas, the development of technology, the improvement of production technologies, the improvement of the social structure of the organization, etc. gives a significant multiplier effect.

The main disadvantage researching and developing domestic public sector is the organizational and financial dependence on the state and complete immunity to private investment, which negatively affects the innovation process, leads to degradation of the scientific and technical base and the loss of research institutions independence in creating innovations, the loss of advantages in the innovative products production. In contrast to developed innovative partnership countries, the partnership between nationalized science and business is still in an undeveloped state, does not respond to economic modernization tasks.

The most important condition for the successful implementation of structural

reforms and attracting private investment in science and technology is the state conducting an effective innovation and science and technology policy in terms of developing regulatory framework, basic and applied research supporting, technology developing and distributing, budget concentrating and other funding sources for priority areas of fundamental and applied scientific research, taking into account the strategic, economic and social country's interests, a gradual increase in the budget expenditures share allocated to finance science.

In modern conditions, the search for new models of state, science and business integration becomes relevant, for which the most significant are financing sources diversification for research and development works and production technologies (grants, contracts with business entities, implementation of scientific developments, scientific advice, expert study, information services, project and organizational services, patent and licenses implementation, etc.). Obviously, the diversification of funding for the science and business integrating to contribute to sustainable demand for industrial and technological innovations. One of the areas entrepreneurship supporting and the intensity of the innovation process is the territorial research and production systems developing, there are science parks, innovation technology centers, and innovation incubators and so on.

2. Innovative PPP projects in educational activities.

The development of modern vocational education and training is impossible without effective partnership of the state, business and public organizations. The results of such cooperation can be a single standard training and financial support, knowledge, as close as possible to the needs of business and aimed at solving urgent socio-economic problems. Public-private partnership in education is a mutually beneficial institutions and business structures in order to improve the content of educational programs, standards, developing and implementing advanced training programs for faculty and plant personnel on the basis of legislation and social agreements. It is advisable to transition from primarily state management of educational institutions to state-public administration, based on the principles of multilateral social part-



ners and the part functions government public organizations transferring for the efficiency education system improving.

The process of integration of education and business are developing in various institutional and organizational forms are capable of solving educational and production tasks to fill needs of employers of highly qualified specialists.

PPP in vocational education is a system of long-term relations between the state and private sectors entities for the investment projects implementing in vocational education based on the resources polling and incomes or non-material benefits, costs and risks distributing. The priority in education is the continuing education system developing, an effective incentives system and structural conditions creating for continuous retraining and advanced training of the entire economically active country's population.

Introducing PPP principles in innovative education can provide:

– The state and local government: the possibility of obtaining a developed competitive market of educational services, approbation of the application of organizational-legal forms of an alliance with a business are new to educational structures, proposals developing for further regulatory framework improving for the vocational schools reform, best practice replicating, widespread introduction of mechanisms of interaction between the university and employers, the innovative management system improving;

– The business: the possibility of influencing the quality of training, in the relevant production requirements, by participating in educational, scientific and managerial activities of an educational institution in accordance with best international practices from the perspective of an end-user investor, the professional educational standards, curricula and training programs creating, high qualified personnel training taking into account the needs of the labor market, creation and development of educational, industrial and technological infrastructure on the basis of educational institutions to ensure the innovation activities of production companies, attracting students and faculties to perform research projects and preparing projects to solve problems of a particular business in the teaching process;

– The educational institution: the possibility of obtaining additional multi-channel financing of the material and technical base developing, the financial security of scientific research teachers and students increasing (additional financing of scientific developments and bringing them to the commercial level with patenting and securing copyright), a new model of an integrated educational complex forming (quality management, new infrastructure, technologies and areas of teachers and students training, innovative educational programs), approbation of modern models of academic, industrial and institutional integration, a competitive educational market developing.

Increasing the contribution of universities to the modernization of the real economy sector through the research and innovation activities developing is prerequisite. The policy of cardinal modernization envisages the solution of tasks for a network innovative research organizations developing, primarily of an interdisciplinary profile, capable of replacing the system of research institutes weakened in many areas; transition to a new training quality in which students from the 1st course will be involved in research work which forms a systematic approach to the new knowledge appropriating.

The innovative PPP projects at the intersection of education, science and business.

The educational and research achievements at the interface of education, science and business producing is particularly urgent problem. Promising innovative forms of PPP in education, science and business are various types of integration complexes they are small innovative companies at universities, techno parks, research and educational centers etc., their purpose is to integrate the capabilities of higher education institutions, state scientific organizations of innovative entrepreneurship the implementation of joint activities that are of interest to business. Today, national education, science and business are at the searching state for viable tripartite integration forms based on the network principle of interaction within joint centers, laboratories, educational, scientific and industrial complexes, allowing not only to compare participants are different in institutional and organizational specifics,

but also to extract a significant energy effect from the use of the capabilities of industrial equipment in the educational process and targeted R&D, a wide exchange is known between scientists, teachers and workers.

The interests of the state in creating educational, scientific and industrial complexes are caused by the need to provide training and retraining of qualified scientific and scientific-pedagogical personnel of the highest qualification, to involve young scientists and students in scientific, technical and innovative activities; the business interests are the possibility of curing new knowledge of organizing innovative production in order to bring competitive high technology products and services to the market.

In order to maximize the PPP potential for the deployed of innovation activities in the region it is necessary to adjust the existing mechanisms of state management of projects in the PPP format in the innovative sphere at the regional level.

Implementing experience of investment projects using PPP mechanisms in Ukraine indicates the need to overcome various kinds of multiple administrative and departmental barriers, and to the greatest extent inhibit the launch of PPP mechanisms in regions. Thus, when agreeing on investment PPP projects there are numerous obstacles caused by the lack of detailed procedural rules governing relations that arise both between government authorities and between public authorities and private investors. In addition, the selection procedures of private investors for the PPP projects implementing are often characterized by a high level of corruption.

These circumstances necessitate the adoption of a set of measures that minimize above all the total number of approval stages. Separately, it is necessary to ensure the predictability and transparency of economic policies in the field of PPP design, eliminate the ambiguity of the requirements for various potential private investors, strengthen responsibility of officials for the decision on PPP projects. Therefore, the establishment of regional public administration systems for the coordination and dispatching of PPP projects with a long payback period due to private investments at the regional and municipals levels are most acutely



affected by the reduction of funding for existing and potential PPP projects is particular relevance in a crisis situation.

The main objective of the public and state governing body of innovative PP projects at the regional level is to promote the public-private partnership mechanisms developing, forming and supporting initiatives in the region in investment projects implementing in the innovation sector.

The success implementation of the regional innovative PPP project can be ensured by the participation of the public and state governing body of innovative regional PPP projects in all phases of project preparation, from the determining need for project implementation, evaluating options for solving the set task, developing a feasibility study for a project to the competitive review and signing of a package of documents.

Direct work on the implementation of an innovative PPP project can be carried out within the framework of the regional executive body activities on innovative PPP projects, coordinating the regional expert community and specialized information base of innovations. The functions of the executive regional body of PPP can be:

- organization within its competence of PPP projects aimed at achieving the goals of socio-economic development of the region;
- ensuring the legitimacy and transparency of regulatory procedures, the PPP outcome achieving;
- monitoring the fulfillment of the state and municipal authorities obligations towards private partners and organizations financing of PPP project;
- experts training for the specialist work organization and evaluation involved in the work on projects.

Conclusions. In drawing conclusions, it should be noted the basis for the deployment of innovation activities at the regional level should be the state, science, education, business and society interactive interacting by using various forms of PPP to the innovative efficiency problems solving and regional economic growth.

Priority areas for the use of innovative PPP mechanisms at regional level are projects in science, technology and education as well as at the interface of science, education and business. Sci-

entific and technological innovations carried out in the PPP format should be aimed at the formation of new high-tech industries, promising technologies and materials, educational innovations at the formatting a spiritually developed, innovation-oriented and competitive personality: organizational and managerial innovations at optimizing, efficiency the quality of management improving in the social sphere: environmental innovations at the unique forms and methods and production recycling and consumption waste, construction and operation of sewage treatment plants, etc.

A prerequisite for the successful implementation of PPPs in the innovation sphere of the region is the organizational mechanism efficiency increasing of state management of the region's innovative development. For this end proposed formation of a public-state body for managing innovative PPP projects at the regional level, the main purpose is to promote PPP mechanisms developing, regional initiatives forming and supporting in implementing investment projects of the innovation sector.

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