

STRENGTHENING LOCAL COMMUNITY GROWTH THROUGH STRATEGIC GOVERNANCE: CHALLENGES AND SOLUTIONS

Yurii Orel^{1*}, Oleg Kulinich¹, Anna Smahliuk¹, Oleksandr Popov¹, Roman Rychka²

¹*Personnel Management and Entrepreneurship Department, Education and Research Institute "Institute of Public Administration", V. N. Karazin Kharkiv National University, Kharkiv, Ukraine;*

²*Specialist in Finance, Economist, Master of Law, Lawyer, Ukraine;*

*Corresponding Author Yurii Orel, e-mail: docent12345@ukr.net;

Received November 2024; Accepted December 2024; Published January 2025;

DOI: <https://doi.org/10.31407/ijeess15.105>

ABSTRACT

In the current stage of global trends, management system transformation is occurring in vast arrays of socio-economic relations, resulting in wider public access to that information and increasing availability. An adequate local self-governance system is essential to make regional economic systems work, stimulate development, and achieve social progress. Based on the sustainable development framework, this study analysed public administration mechanisms related to sustainable development for territorial communities. It attempts to translate our understanding of the management paradigm's key challenges into areas of actionable intervention. The study investigates public administration as a starting point for implementing sustainable internal policies. It covers the main problems, difficulties and successes of transforming socio-economic processes through public governance. The second aspect analysed is the experience of the countries of the world's developing sphere in managing the community processes, including the governmental, legal, and organisational components supporting effective public management. Planning and advancing public management systems in globalisation and sustainable development are defined. In addition, this study examines the possibility of implementing innovative electronic systems and modern tools and technologies to reduce administrative expenses in public administration. These are perceived as tools critical to increasing the efficiency and transparency of governance in territorial communities. Furthermore, this research has practical implications for establishing or strengthening modern public administration systems oriented to public access, inclusiveness and balanced development. In addition, the results might aid in developing governmental management programs in different spheres of socio-economic activity and assist in weaving together local governance practices with general sustainable development objectives.

Keywords: Globalisation, functioning efficiency, optimisation, digitalisation, balance, sustainable development, territorial communities, public administration, development strategy, restoration and development of territorial communities, sustainable development goals, economic integration.

INTRODUCTION

In the context of intensified global challenges and changed governance systems, new demands have been shaped for the territorial communities, and public administration practices should become more dynamic and adaptive.

The concept of sustainable development, found in the field of public administration, is presented as a socially important tool for balanced economic, social, and environmental domain growth. The concept is about resource optimisation, societal well-being and the continuation of options for future generations.

Researchers have identified, studied, and categorised public administration mechanisms across diverse political science, law, and management fields based on their role in sustainable development. Masyk¹ and Pastukh² examined the intricacy of category implementation of sustainable public administration models. Their works stress the task of harmonising governance systems with the principles of sustainability given globalisation. According to Vasylieva et al.,³ there is a critical interplay between governance purpose, tools and stakeholder communication as they require a synergy preparing for balancing economic, environmental, and social goals. Meanwhile, Volska⁴ has begun exploring economic dimensions in public administration to increase market-oriented techniques for sustainable governance. Despite the important contributions to academic research in public management, critical gaps still exist in solving contemporary public management challenges, particularly with digital tools and supporting community-driven approaches to governance. This study aims to look at how such public administration mechanisms are being implemented in the sustainable development of territorial communities, identify the main obstacles, and offer actionable solutions to enhance governance quality in modern crises.

This study explores the implementation of public administration mechanisms for the sustainable development of territorial communities. The primary objectives are:

1. The aim is to identify and characterise sustainable governance challenges and opportunities at the community level.
2. It examines how digitalisation can influence public administration systems as a role of innovation.

In this way, the study seeks to contribute to scientific knowledge and practical advances in sustainable development in territorial communities and provide insights to policymakers, practitioners, and researchers.

Literature Review

Researchers studying these principles lay the scientific and methodological basis for further research associated with the principles of public administration under conditions of sustainable development and the transformation of the socio-process. The works of contemporary scholars such as Noja,⁵ Esposito and Dicorato⁶ analyse specific aspects of public administration mechanisms in sustainable development. The works of Bisongo et al.,⁷ Massey⁸ and Meuleman⁹ in this field are among the significant findings which establish the principles of the effective implementation of public administration under contemporary global challenges and transition to a sustainable economy. At the same time, Deslatte and Stokan¹⁰ acknowledge the difficulty in bringing particular parts of public administration into the contemporary social world. Guarini et al.¹¹ have presented the basic foundations of developing an effective public administration system, and Strelcow et al. (2023) insists on active use of the digitalisation tools and electronic documentation in all the socio-economic spheres.

¹Masyk M, 'Methodology for studying the institutional sustainability of public administration in the context of sustainable development' (2023) 1(7), *Topical issues in modern science* 182-191. <[https://doi.org/10.52058/2786-6300-2023-1\(7\)-182-191](https://doi.org/10.52058/2786-6300-2023-1(7)-182-191)>

²Palchuk VE, 'Developing the economic potential of communities within the framework of the decentralisation reform' (2018) 11 *Ukraine: events, facts, comments* 38–50.

³Vasylieva N, Vasylieva O, and Prylipko S, 'Public management of territorial sustainable development' (2020) 2 *Collection of Scientific Works ΛΟΓΟΣ* 12-14. <<https://doi.org/10.36074/24.04.2020.v2.03>>

⁴Volska O, 'Public administration as a systemic phenomenon in modern society' (2020) 3 *Tavrian Scientific Bulletin. Series: Economics* 15–20. <<https://doi.org/10.32851/2708-0366/2020.3.2>>

⁵Noja G, Cristea M, Sirghi N, Hategan C-D, and D'Anselmi P, 'Promoting Good Public Governance and Environmental Support for Sustainable Economic Development' (2019) 16(24) *Journal of Environmental Research and Public Health* 4940. <<https://doi.org/10.3390/ijerph16244940>>

⁶Esposito P and Dicorato S, 'Sustainable Development, Governance and Performance Measurement in Public Private Partnerships (PPPs): A Methodological Proposal' (2020) 12(14) *Sustainability* 5696. <<https://doi.org/10.3390/su12145696>>

⁷Bisongo M, Cuadrado-Ballesteros B and Peña-Miguel N, 'Sustainable development goals in public administrations: Enabling conditions in local governments International' (2023) 89(4) *Review of Administrative Sciences* 1223–1242. <<https://doi.org/10.1177/00208523221146458>>

⁸Massey A, 'Sustainable Development Goals and Their Fit with Good Governance' (2022) 13(S1) *Global Policy* 79–85. <<https://doi.org/10.1111/1758-5899.13037>>

⁹Meuleman L, 'Public Administration and Governance for the SDGs: Navigating between Change and Stability' (2021) 13(11) *Sustainability* 5914. <<https://doi.org/10.3390/su13115914>>

¹⁰Deslatte A, and Stokan E, 'Sustainability synergies or silos? The opportunity costs of local government organisational capabilities' (2020) 80(6) *Public Administration Review* 1024–1034. <<https://doi.org/10.1111/puar.13237>>

¹¹Guarini E, Mori E, & Zuffada E, (2021) *New development: embedding the SDGs into city strategic planning*. *Public Money and Management*, 41(6), 494–497. <<https://doi.org/10.1080/09540962.2021.1885820>>

Particular attention was paid to elaborating strategies aimed at increasing the capacity of territorial communities.¹² Palchuk¹³ has made significant contributions in this area. He states that strategic, crisis, corporate, and regional management should be likewise perceived to constitute a unified system that supports the development of capabilities of Ukrainian territorial communities. Representatives of modern scientific schools, Baranovskyi,¹⁴ Khrupovych and Podvirna,¹⁵ have well-described algorithms and tools to synergise modern regional policy and economic development models.

The results of the existing research on these issues are scientifically and practically important. However, within conditions of sustainable development, sustainable positive dynamics and preventative responses to the new challenges in public administration must be ensured.

MATERIALS AND METHODS

A set of general scientific cognition methods was used to address the challenges and explore the tools for implementation that ensure the sustainable development of territorial communities via public administration. Methods of concretisation and formalisation, abstraction and induction and deduction, and abstract logical and comparative analysis were applied. This study's theoretical and methodological basis were grounded in the priority principles of full-scale research on a system basis. The complexity principle allowed for the treatment of the object and subject of the study as a system. These factors and developmental stages of public administration mechanisms in sustainable development were identified using analytical and synthetic methods and their characterising elements. Cities are being explored to develop the prospective evolution of public administration practices to foster the sustainable growth of territorial communities using the induction method. Scientific abstraction made available the method of theoretical generalisation, refinement of the conceptual framework, highlighting principal concepts and categories, and formulation of research conclusions.

The idea of formalisation was used to structure the principles, functions, tasks, and priorities of public management for the sustainable development of territorial communities. A concretisation method was applied to verify the benefit and appropriateness of enhancing public management's role in selecting the optimum solution and conditions for the optimal regional management system. This study provided an opportunity to critically examine the challenges and available tools in public administration's implementation of sustainable development strategies within and for territorial communities.

RESULTS

Current public administration models see that successful implementation of sustainable development policies rests on effective coordination between several levels of governance. A critical objective in attaining balanced socio-economic processes of territorial communities is achieving consensus among public administration entities. A systemic approach to public administration, widely accepted in modern governance, identifies three primary directions from a sustainable development perspective: social transformation, financial-economic development and ecological safety. An effective management system encompasses the prerequisite for working with already available potentials while paying attention to those aspects that ensure a decent living for masses of the population. This must be done so that it is possible to adjust to change and encourage further growth.¹⁶ Also, cohesion development goals require that national priority be aligned with local community interest.

¹² Patytska KhO. 'Peculiarities of forming the financial and economic potential of territorial communities in the EU countries' (2018) 4 Socio-economic problems of the modern period of Ukraine 102–107.

¹³ Palchuk VE, 'Developing the economic potential of communities within the framework of the decentralisation reform' (2018) 11 Ukraine: events, facts, comments 38–50.

¹⁴ Baranovskyi M, 'Capacity of territorial communities of Ukraine: approaches to assessment, regional differences, typification' (2023) 845 Scientific Bulletin of Chernivtsi University: Geography 77–87. <<https://doi.org/10.31861/geo.2023.845.77-87>>

¹⁵ Khrupovych SYe and Podvirna TV, 'Financial capacity of budgets of amalgamated territorial communities' (2017) 13 Economy and society 1259–1262.

¹⁶ Gavkalova N, Akimova L, Zilinska A, Avedyan L, and Akimov O, 'Functioning of united territorial communities and identification of main problems of organisational support of local budget management' (2022) 2(43) Financial and Credit Activity: Problems of Theory and Practice 107-117. <<https://doi.org/10.55643/fcactp.2.43.2022.3708>>

The idea of “public management”, currently in its late form, consists of collective interventions from state and local government bodies, the private sector, and civil society to take and carry out decisions of public importance in the frame of the legally established functions. Stages of planning, organising, and controlling decision-making processes supported by modern information systems, digitalisation tools, and regular performance evaluations take place in public administration. Sustainable development in territorial communities can exploit several key opportunities in an effective public administration system. Among these are the depoliticisation of public services, prioritising service users’ needs, systematic quality monitoring frameworks, and continuous improvement.^{17, 18, 19} This system is based on a partnership approach, given that in community governance, the state and citizens are equal in this approach. Understanding the advantages, risks and challenges of different public administrator models is greatly enhanced by international experience. In countries prioritising sustainable development principles, public management systems are prosumers and have a solidarity corporate model in the socio-economic sectors. They illustrate the principles of decentralisation, democracy, and adaptability, which give rise to responsiveness to society and build resilience in the territorial communities.

Table 1. Principles of Public Administration for Sustainable Development of Territorial Communities.

| No. | Principle | Definition | Importance for SDG. |
|-----|------------------|---|---|
| 1 | Democracy | Promoting citizens' active participation in decision-making processes and openness and extendibility in public administration. | It helps promote social cohesion, build trust in governance, and ensure that development is made with the community in mind. |
| 2 | Adaptability | Ability to dynamically adjust management strategies relative to external and internal changes in conformance with sustainable development principles. | Resilience to crises, increasing resilience to crises. |
| 3 | Decentralisation | Granting authority and financial autonomy to local governments to manage resources and make decisions suited to the area's needs. | Increasingly, these IPAs have strengthened local governance capacity, empowered communities, and made resource utilisation more efficient. |
| 4 | Perspective | Giving up short-term gains for the long-term gain of a sustainable future for the community. | It ensures that development initiatives are in the future and tend to conserve resources and market opportunities for coming generations. |
| 5 | Monitoring | Public administration policy system assessment evaluates their effectiveness and alignment with sustainable development goals. | However, it also helps hold people accountable, determine what needs to be worked on, and where to continue moving toward the goal of sustainability. |
| 6 | Systematicity | The balance between state regulation and market mechanisms establishes an integrated management team framework that takes in different stakeholders. | It acts as a synergistic environment for interworking between the public and private sectors, resulting in the best utilisation of the resources andtion. |
| 7 | Innovation | Use digital tools and technologies like process modernisation through governance and service delivery. | It makes for more efficiency, fewer administrative barriers, and increased access to public services. |
| 8 | Equity | Equal opportunities and fair distribution of resources in all community segments, but most particularly marginalised segments. | It helps us reduce disparities and promote social justice and well-being for all members of our community. |
| 9 | Transparency | Information is open to all, and there is a dialogue between public authorities and people. | It builds public trust, reduces corruption, and makes governance accountable and understandable. |

¹⁷ Kozhyna A, Razina T, Kravchenko A, Kuprii T, and Melnyk T, ‘Human capital development in the context of globalisation processes: Regulatory aspect’ (2022) 67(4) Economic Affairs 887-895. <<https://doi.org/10.46852/0424-2513.4s.2022.22>>

¹⁸ Bielialov T, Kalina I, Goi V, Kravchenko O and Shyshpanova N, ‘Global experience of digitalisation of economic processes in the context of transformation’ (2023) 11(3) Journal of Law and Sustainable Development e0814. <<https://doi.org/10.55908/sdgs.v11i3.814>>

¹⁹ Gevorgyan S and Baghdasaryan K, ‘Toward a Transhumanist Transformation of Human Labor Potential in the Context of Global Challenge’ (2021) 1(4) Futurity Economics & Law 36–45. <<https://doi.org/10.57125/FEL.2021.12.25.05>>

A hallmark of the modern era, globalisation is a system of broad economic, cultural and political integration, generating complex interconnections and interdependencies that permeate all aspects of society. The change processes brought about by this interconnectedness are also important in their management systems, such as process decentralisation of governance and amplifying the role of science and intellect. At the same time, globalisation also brings challenges, such as the excessive rapid pace of urbanisation, disturbance of nature's ecology and the unbridled utilisation of resources.

Given this, the principles of sustainable development must no longer be left as faces given to a purely advisory role but must become essential prerequisites of development any modern state can realise. These challenges demand a transformation of traditional economic models and the reform of such processes that need new, fundamentally different approaches to global and local management. According to the sustainable development paradigm, which advocates moving from a consumption-driven economy to a well-being-based one, development should ultimately be in the public interest. The object is to reconcile present needs with providing a safe and healthy environment for future generations.

A transition for territorial communities means embedding sustainability principles into public administration practices. This shift optimises socio-economic and environmental processes, enhancing resilience and flexibility to global threats. Allowing communities to adopt these principles will forge a dramatic improvement in the quality of life for their citizens while extensively saving municipal management systems. Together, these dynamic forms offer a supporting framework in which local governance fits within a longer-term, more balanced development agenda (Figure 1).

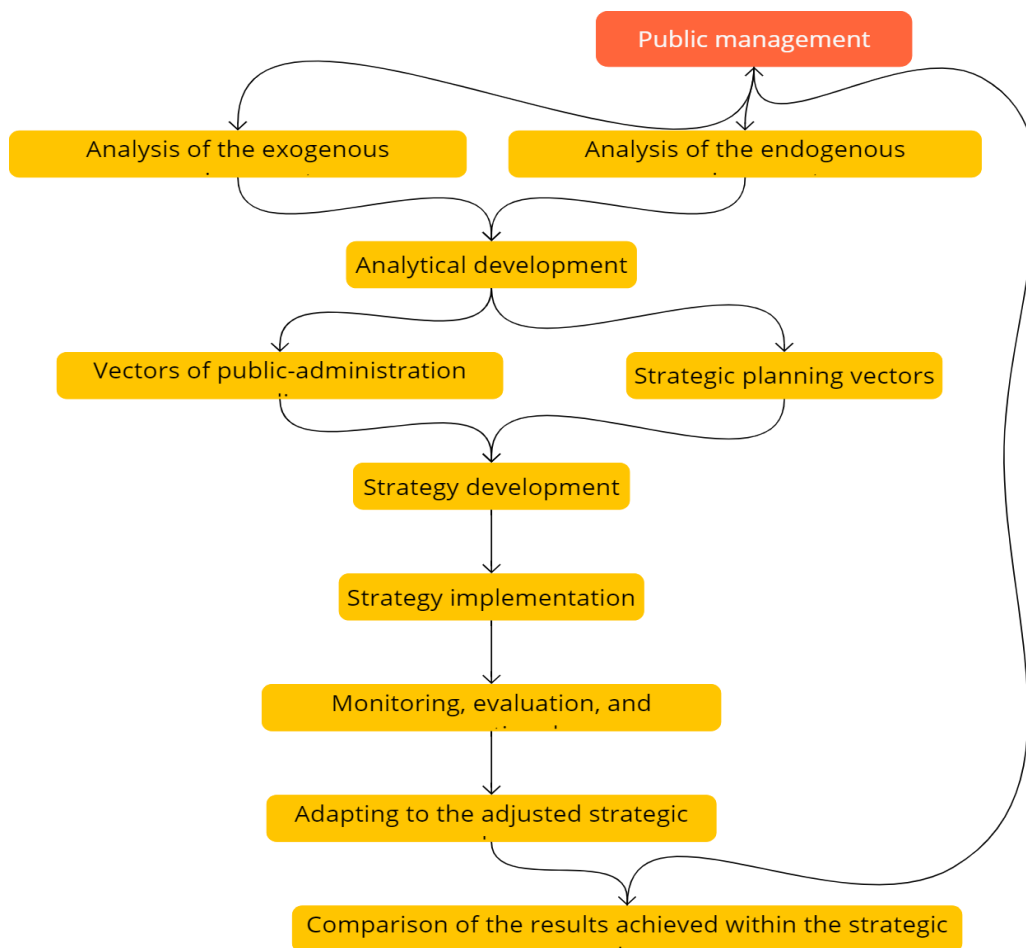


Figure 1. Algorithm of Public Administration Processes for Ensuring Sustainable Development of Territorial Communities

Inherent in the idea of sustainable development is the expulsion of any one sphere of human activity from the ascendant: economic, social, or environmental. Information data's transparency, reliability, and relevance are key problems in modernising effective public administration systems. Digitalisation is emerging and present as an optimal way to simplify and streamline governance processes while being a key factor in optimising management mechanisms. Modern electronic information systems make reference and statistical data readily available and provide the capability to consolidate and analyse data necessary to plan, develop, resource, execute, assess, and control an operation.²⁰ However, the successful implementation of such systems also presents multiple risks: lack of documentation standardisation, resistance to innovation, low levels of public participation, undersatisfactory software quality, and data privacy and security constraints.²¹ To address these challenges, we must develop complete digitalisation products with guaranteed secure and efficient communication in societal processes.

Modern practical principles of public administration should be adopted to promote sustainable development in the local communities and the broader areas of regional development in the context of globalisation. Ukraine has undertaken a sequence of reforms towards a more inclusive public management model from the traditional state management. This approach is characterised by a defining feature of democratising governance processes focused on societal self-management and integrating heterogeneous stakeholders. In this case, an optimal strategy relies on synergies between management processes and social self-regulation capacities, making a governance model adaptive, participatory and resistant.

The main issue in this transition is determining and realising the best public management scheme for sustainable territorial community development. Given this, achieving this goal is done through optimising management efficiency, moving innovation in the environmental sustainability of economic processes, and increasing the role of regional development, all in the broader context of global change. In addition, budget policies need to be revised to facilitate sustainable socio-economic development, lessen regional disparities, and augment local communities' economic potential. Next, these policies should promote innovative solutions, equipping local authorities with a toolbox of financing sources and obfuscations of financial control effectiveness at regional and local levels.²²

Second, the principle of responsible regionalism, i.e. the interplay of regional policy and economic development, offers the ground for promoting political and economic functionality at the regional level. An equitable balance between increased responsibility to society and expanded regional autonomy²³ is required. Based on principles of good public management, territorial communities can speed up the politicisation and economicization of the regional development processes.

How should we help each other obtain financial support from higher levels of government and international organisations for paid externally based projects and programmes? Robust management systems and strategic planning are needed to effectively use those resources and maintain development that would lead to a viable living standard for the population in general.

The proposed approach emphasises active consolidation and strategic development work across the regional and national scales. Regionalisation, however, should be responsible for regionalisation that addresses local issues individually but should aim to include regional interests first. In addition, economic entities' performance is invariably improved to promote innovative development such as competitiveness, adoption of modern management tools, and mitigation of the challenges of global market processes. Such measures will ensure territorial communities are well-positioned to manage demands for sustainable development and socio-economic progression.

²⁰ Roieva O, Oneshko S, Sulima N, Saienk V, and Makurin A, 'Identification of digitalisation as a direction of innovative development of modern enterprise' (2023) 1(48) Financial and credit activity-problems of theory and practice 312–325. <<https://doi.org/10.55643/fcaptop.1.48.2023.3968>>

²¹ Klochan V, Piliaiev I, Sydorenko T, Khomutenko V, Solomko A, and Tkachuk A, 'Digital platforms as a tool for the transformation of strategic consulting in public administration' (2021) 13 Journal of Information Technology Management 42-61. <<https://doi.org/10.22059/JITM.2021.80736>>

²² Bondarenko S, Bratko A, Antonov V, Kolisnichenko R, Hubanov O, and Mysyk A, 'Improving the state system of strategic planning of national security in the context of informatisation of society' (2022a) 14 Journal of Information Technology Management 1-24. <<https://doi.org/10.22059/jitm.2022.88861>>

²³ Bondarenko S, Makeieva O, Usachenko O, Veklych V, Arifkhodzhaieva T, and Leryk S, 'The legal mechanisms for information security in the context of digitalisation' (2022b) 14 Journal of Information Technology Management 25-58. <<https://doi.org/10.22059/jitm.2022.88868>>

Discussion

Contemporary research on public administration as an essential element in achieving sustainable development in the territorial community has become significant. For example, Dooranov et al.²⁴ underline the significance of human resource management to public administration and state the responsibility for implementing efficient public administration policies ranks it. Finally, they underscore the importance of giving communities specialised training as a core requirement for developing their capacity to cope with complex developmental challenges. These perspectives indeed stress the need for skilled governance.

However, they primarily attend to resource management, an important prism that does not fully capture the fundamental systemic need for sustainable development. However, Bannikova²⁵ states that there is a broader view of trends, such as global economic integration and labour market competitiveness. What is strategic about Bannikova's assertion that the future workforce needs to be global and possess advanced skills? It presumes uniformity of community readiness for such changes, which may not always be confirmed with under-resourced or rural populations.

Recent studies show that digitalisation has become a recurring theme. According to Shandryk et al.,²⁶ digital tools offer enough transformative potential in optimising public administration processes so that we should make good on the first option. It points toward the synergy of data as a central sought feature of digital transformation—robust infrastructure, intellectual resources, and financial investment. Kankanhalli et al.²⁷ also see digitalisation enhancing public administration effectiveness. However, these promising insights are hampered by the lack of accessibility to the latest technologies and their corresponding readiness for their practical applications due to small territorial communities. Since this limitation, the digital divide is bridged with tailored approaches. However, researchers Hutsaliuk et al.²⁸ contended that a successful public administration, in turn, presumes a ready society and a robust resource base. Yet this overlooks the necessity of foundational capacity building implicit in most highly digitalised approaches.

Trondal²⁹ and Magliacani³⁰ challenge democratic, balanced growth as the foundation of public administration in sustainable development. These studies underscore the necessity for rational natural resource management and management at various levels. It aligns closely with the sustainability principles—long-term ecological and fiscal stability. Integration of these perspectives reveals that while digitalisation and human resource development are critical, they do not make sense in isolation from resource management, community readiness, and governance reforms. Furthermore, the results highlight that the smooth implementation of sustainable development needs phased and adaptive implementation strategies that ensure inclusivity and equity.

Existing studies have benefits, but there is a strong need to conduct further studies of how public administration mechanisms can be adapted to meet the specific requirements of territorial communities. This includes scaled digital tools, strengthened governance capacity, and community participation. These findings have practical applications that could address disparities in resources and readiness and that public administration can catalyse sustainable development in different community settings.

²⁴ Dooranov A, Orozonova A, and Alamanova C, 'The economic basis for the training of specialists in the field of personnel management: prospects for the future' (2022) 2(1) *Futurity Economics & Law* 27–35. <<https://doi.org/10.57125/FEL.2022.03.25.04>>

²⁵ Bannikova K, 'To the question of migration of capital and labour force of Ukraine: forecast of future trends' (2022) 2(2) *Futurity Economics & Law* 32–41. <<https://doi.org/10.57125/FEL.2022.06.25.04>>

²⁶ Shandryk V, Zhebelev I, Deliatynchuk A, Maksymov V, and Shelest V, 'Modern concepts of public administration in the context of sustainable development' (2023) 14(10) *Revista De Gestão E Secretariado (Management and Administrative Professional Review)* 17291–17313. <<https://doi.org/10.7769/gesec.v14i10.2820>>

²⁷ Kankanhalli A, Charalabidis Y and Mellouli S, 'IoT and AI for Smart Government: A Research Agenda' (2019) 36(2) *Government Information Quarterly* 304–309. <<https://doi.org/10.1016/j.giq.2019.02.003>>

²⁸ Hutsaliuk O, Storozhuk O and Zhovnirchuk Y, 'Public administration and legal regulation effectiveness in the field of health care in the context of sustainable development' (2020) 9(2) *Revista Genero & Direito* 599–613. <<https://doi.org/10.22478/ufpb.2179-7137.2020v9n2.50820>>

²⁹ Trondal J, 'Public administration sustainability and its organisational basis' (2021) 87(2) *International Review of Administrative Sciences* 399–415. <<https://doi.org/10.1177/0020852319869430>>

³⁰ Magliacani M, 'How the sustainable development goals challenge public management. Action research on the cultural heritage of an Italian smart city' (2023) 27 *Journal of Management and Governance* 987–1015. <<https://doi.org/10.1007/s10997-022-09652-7>>

CONCLUSION

Public administration is critical for maintaining the sustainable development of territorial communities and developing practical solutions to global and local issues. The benefits of integrating innovative governance models with community-driven approaches are discussed in this study. The findings show the need to harmonise economic, social, and environmental factors in public administration systems to achieve balanced development so territorial communities can adapt to rapid socio-economic transformations and global pressures. They identify digitalisation and technological innovation as essential for optimising public management processes. However, implementing these tools faces challenges such as inequalities of access to digital resources and readiness for technological adoption, especially in more minor or under-resourced communities. Decentralisation, adaptability and solid strategic planning enable local governments to tackle special domestic issues in line with national and global sustainability goals. The study advocates human resource development and intersectoral collaborations by investing in education, government, and private sector and civil society partnerships to build resilient communities. In sustainable administration, the practical application of sustainable development principles should entail developing transparent, inclusive and flexible management systems that prioritise the community's needs and long-term goals. Additionally, research underscores the necessity of modifying budgetary policies and governance structures to increase regional economic potential and decrease community disparities. While much has been achieved, limitations of scalability and variability of resources require the development of tailored strategies and adaptive mechanisms. Future research should advance the development of comprehensive frameworks for integrating digital with sustainable practices, assessment of the long-term effect of implemented policies, and new governance tools to improve efficiency. In practice, scant dissemination of interdisciplinary studies has contributed to actionable solutions and enhanced the practical relevance of public administration. Policymakers and practitioners are called to espouse a holistic policy and governance integration of technological and social advancements in line with participatory governance while enabling sustainable growth in territorial communities.

REFERENCES

1. Bannikova K, 'To the question of migration of capital and labour force of Ukraine: forecast of future trends' (2022) 2(2) *Futurity Economics&Law* 32–41. <https://doi.org/10.57125/FEL.2022.06.25.04>;
2. Baranovskyi M, 'Capacity of territorial communities of Ukraine: approaches to assessment, regional differences, typification' (2023) 845 *Scientific Bulletin of Chernivtsi University: Geography* 77–87. <https://doi.org/10.31861/geo.2023.845.77-87>;
3. Bielialov T, Kalina I, Goi V, Kravchenko O and Shyshpanova N, 'Global experience of digitalisation of economic processes in the context of transformation' (2023) 11(3) *Journal of Law and Sustainable Development* e0814. <https://doi.org/10.55908/sdgs.v11i3.814>;
4. Bisongo M, Cuadrado-Ballesteros B and Peña-Miguel N, 'Sustainable development goals in public administrations: Enabling conditions in local governments International' (2023) 89(4) *Review of Administrative Sciences* 1223–1242. <https://doi.org/10.1177/00208523221146458>;
5. Bondarenko S, Bratko A, Antonov V, Kolisnichenko R, Hubanov O, and Mysyk A, 'Improving the state system of strategic planning of national security in the context of informatisation of society' (2022a) 14 *Journal of Information Technology Management* 1-24. <https://doi.org/10.22059/jitm.2022.88861>;
6. Bondarenko S, Makeieva O, Usachenko O, Veklych V, Arifkhodzhaieva T, and Leryk S, 'The legal mechanisms for information security in the context of digitalisation' (2022b) 14 *Journal of Information Technology Management* 25-58. <https://doi.org/10.22059/jitm.2022.88868>;
7. Deslatte A, and Stokan E, 'Sustainability synergies or silos? The opportunity costs of local government organisational capabilities' (2020) 80(6) *Public Administration Review* 1024–1034. <https://doi.org/10.1111/puar.13237>;
8. Dooranov A, Orozonova A, and Alamanova C, 'The economic basis for the training of specialists in the field of personnel management: prospects for the future' (2022) 2(1) *Futurity Economics & Law* 27–35. <https://doi.org/10.57125/FEL.2022.03.25.04>;

9. Esposito P and Dicorato S, 'Sustainable Development, Governance and Performance Measurement in Public Private Partnerships (PPPs): A Methodological Proposal' (2020) 12(14) Sustainability 5696. <https://doi.org/10.3390/su12145696>;
10. Gavkalova N, Akimova L, Zilinska A, Avedyan L, and Akimov O, 'Functioning of united territorial communities and identification of main problems of organisational support of local budget management' (2022) 2(43) Financial and Credit Activity: Problems of Theory and Practice 107-117. <https://doi.org/10.55643/fcaptop.2.43.2022.3708>;
11. Gevorgyan S and Baghdasaryan K, 'Toward a Transhumanist Transformation of Human Labor Potential in the Context of Global Challenge' (2021) 1(4) Futurity Economics & Law 36–45. <https://doi.org/10.57125/FEL.2021.12.25.05>;
12. Guarini E, Mori E, & Zuffada E, (2021) New development: embedding the SDGs into city strategic planning. Public Money and Management, 41(6), 494-497. <https://doi.org/10.1080/09540962.2021.1885820>;
13. Hutsaliuk O, Storozhuk O and Zhovnirchuk Y, 'Public administration and legal regulation effectiveness in the field of health care in the context of sustainable development' (2020) 9(2) Revista Genero & Direito 599–613. <https://doi.org/10.22478/ufpb.2179-7137.2020v9n2.50820>;
14. Kankanhalli A, Charalabidis Y and Mellouli S, 'IoT and AI for Smart Government: A Research Agenda' (2019) 36(2) Government Information Quarterly 304–309. <https://doi.org/10.1016/j.giq.2019.02.003>;
15. Khrupovych SYe and Podvirna TV, 'Financial capacity of budgets of amalgamated territorial communities' (2017) 13 Economy and society 1259–1262;
16. Klochan V, Piliaiev I, Sydorenko T, Khomutenko V, Solomko A, and Tkachuk A, 'Digital platforms as a tool for the transformation of strategic consulting in public administration' (2021) 13 Journal of Information Technology Management 42-61. <https://doi.org/10.22059/JITM.2021.80736>;
17. Kozhyzna A, Razina T, Kravchenko A, Kuprii T, and Melnyk T, 'Human capital development in the context of globalisation processes: Regulatory aspect' (2022) 67(4) Economic Affairs 887-895. <https://doi.org/10.46852/0424-2513.4s.2022.22>;
18. Magliacani M, 'How the sustainable development goals challenge public management. Action research on the cultural heritage of an Italian smart city' (2023) 27 Journal of Management and Governance 987–1015. <https://doi.org/10.1007/s10997-022-09652-7>;
19. Massey A, 'Sustainable Development Goals and Their Fit with Good Governance' (2022) 13(S1) Global Policy 79–85. <https://doi.org/10.1111/1758-5899.13037>;
20. Masyk M, 'Methodology for studying the institutional sustainability of public administration in the context of sustainable development' (2023) 1(7), Topical issues in modern science 182-191. [https://doi.org/10.52058/2786-6300-2023-1\(7\)-182-191](https://doi.org/10.52058/2786-6300-2023-1(7)-182-191);
21. Meuleman L, 'Public Administration and Governance for the SDGs: Navigating between Change and Stability' (2021) 13(11) Sustainability 5914. <https://doi.org/10.3390/su13115914>;
22. Noja G, Cristea M, Sirghi N, Hategan C-D, and D'Anselmi P, 'Promoting Good Public Governance and Environmental Support for Sustainable Economic Development' (2019) 16(24) Journal of Environmental Research and Public Health 4940. <https://doi.org/10.3390/ijerph16244940>;
23. Palchuk VE, 'Developing the economic potential of communities within the framework of the decentralisation reform' (2018) 11 Ukraine: events, facts, comments 38–50;
24. Pastukh K, 'Public management and administration in ensuring sustainable development of territories: theoretical and organisational aspect' (2022) 1(11) Scientific Bulletin: Public administration 186–206. [https://doi.org/10.33269/2618-0065-2022-1\(11\)-186-206](https://doi.org/10.33269/2618-0065-2022-1(11)-186-206);
25. Patytska KhO, 'Peculiarities of forming the financial and economic potential of territorial communities in the EU countries' (2018) 4 Socio-economic problems of the modern period of Ukraine 102–107;
26. Roieva O, Oneshko S, Sulima N, Saienk V, and Makurin A, 'Identification of digitalisation as a direction of innovative development of modern enterprise' (2023) 1(48) Financial and credit activity-problems of theory and practice 312–325. <https://doi.org/10.55643/fcaptop.1.48.2023.3968>;
27. Shandryk V, Zhebelev I, Deliatynchuk A, Maksymov V, and Shelest V, 'Modern concepts of public administration in the context of sustainable development' (2023) 14(10) Revista De Gestão E Secretariado (Management and Administrative Professional Review) 17291–17313. <https://doi.org/10.7769/gesec.v14i10.2820>;

28. Strelcow W, Padafet Iu, and Ulyanchenko Yu, 'Approaches for assessing the public administration activities in the field of ensuring sustainability' (2023) 1150(1) IOP Conference Series: Earth and Environmental Science 012017. <https://doi.org/10.1088/1755-1315/1150/1/012701>;
29. Trondal J, 'Public administration sustainability and its organisational basis' (2021) 87(2) International Review of Administrative Sciences 399–415. <https://doi.org/10.1177/0020852319869430>;
30. Vasylieva N, Vasylieva O, and Prylipko S, 'Public management of territorial sustainable development' (2020) 2 Collection of Scientific Works ΛΟΓΟΣ 12-14. <https://doi.org/10.36074/24.04.2020.v2.03>;
31. Volska O, 'Public administration as a systemic phenomenon in modern society' (2020) 3 Tavrian Scientific Bulletin. Series: Economics 15–20. <https://doi.org/10.32851/2708-0366/2020.3.2>;