

## СЕКЦІЯ 2

### МЕХАНІЗМИ ПУБЛІЧНОГО УПРАВЛІННЯ

#### POTENTIAL OF THE REGION AS AN OBJECT OF PUBLIC ADMINISTRATION

#### ПОТЕНЦІАЛ РЕГІОНУ ЯК ОБ'ЄКТ ПУБЛІЧНОГО УПРАВЛІННЯ

*Today, the region is not just an element of the administrative-territorial structure but also a separate territorial-economic unit of the spatial environment of the community's life. In these conditions, it is relevant to isolate objects whose activities aim to ensure the basic needs of the life of the region's citizens and to determine their functions. Therefore, the issue of determining the essence and content of its potential comes to the fore. In our work, we analyzed the existing views of scientists on understanding the nature and content of the region's potential. It was established that, in most cases, it is considered socio-economic. Our approach to its definition, as well as its constituent elements, was proposed.*

*An analysis of other approaches to understanding the essence and content of the region's potential was conducted, which actualizes the tourist and recreational potential, investment, innovation, and market potential. Their inclusion in the general regional potential was justified. It is proposed that the potential of the region should be understood as all explicit and implicit (both hidden and new) opportunities of the area that are used or can be potentially used, taking into account the conditions in which the region is located, for its development based on self-sufficiency and compliance with the directions of priority areas.*

*An approach to the composition of the region's potential as the main object of public administration is proposed. A hierarchy of its components is proposed. The basic in the hierarchy is the potential of socio-economic development and its components, where the place of investment and tourism and recreation potentials is shown. The second-level hierarchy includes the potential of partnership relations and innovation, which are included through actualizing the latest trends in the development of public administration and the country's economy. The highest-level hierarchy includes security potential, which has the highest value for developing all others. It is noted that all components of the general potential of the region are in an integrative connection and interaction, which should be taken into account when public administration entities implement their policy. It is noted that the potential of a region is part of the external environment that influences it. At the same time, the potential shapes the external environment at the regional level.*

**Key words:** region, regional development, regional potential, socio-economic potential of the area, public administration.

*На сьогодні регіон це не просто елемент адміністративно-територіального устрою,*

*але й окрема територіально-господарська одиниця просторового середовища життєдіяльності населення громади. В цих умовах є актуальним виокремлення об'єктів, діяльність яких направлена на забезпечення базових потреб життєзабезпечення громадян регіону та визначення їх функцій. Отже, на перший план виходить питання визначення сутності та змісту його потенціалу. В роботі нами проведено аналіз існуючих поглядів науковців на розуміння сутності та змісту потенціалу регіону. Встановлено, що в більшості випадків його розглядають як соціально-економічний. Запропоновано власний підхід до його визначення, а також складових елементів.*

*Проведено аналіз і інших підходів до розуміння сутності та змісту потенціалу регіону: які актуалізують туристично-рекреаційний потенціал, інвестиційний, інноваційний та ринковий. Обґрунтовано їх включення до загального регіонального потенціалу. Запропоновано під потенціалом регіону слід розуміти всі явні та неявні (як приховані так і нові) можливості регіону, що використовуються чи можуть бути потенційно використані, враховуючи умови в яких перебуває регіон, для його розвитку на засадах самодостатності та відповідності наведено-стим пріоритетним напрямів.*

*Запропоновано підхід до складу потенціалу регіону як головного об'єкта публічного управління. Запропоновано ієрархію його складових. Базовим в ієрархії є потенціал соціально-економічного розвитку та його складові, де показано місце інвестиційного та туристично-рекреаційного потенціалів. До ієрархії другого рівня належать потенціал партнерських відносин та інноваційний, які включено через актуалізацію новітніх тенденції розвитку публічного управління та економіки країни. До ієрархії найвищого рівня відноситься безпековий потенціал, як такий, що має найвищу цінність для розвитку всіх інших. Зазначено, що всі складові загального потенціалу регіону знаходяться в інтегративному зв'язку та взаємодії, що слід враховувати при реалізації суб'єктами публічного управління своєї політики. Зазначено, що потенціал регіону є частиною зовнішнього середовища, яке впливає на нього. В той же час потенціал формує зовнішнє середовище на регіональному рівні.*

**Ключові слова:** регіон, регіональний розвиток, потенціал регіону, соціально-економічний потенціал регіону, публічне управління.

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**The problem.** Modern regional policy should be based on creating self-sufficient regions and territories, providing resources and opportunities, and stimulating the activities of regional growth

centers. The success of public management in the region depends on what resources are available in the area, in what quantity, how to use them, and when. Because the object of management is

the region and its development potential, there is a need to understand what exactly refers to the concept of regional potential.

#### Analysis of research and publications.

The most widespread approaches are those of scientists who believe that the region's potential should be considered from the perspective of its resources and socioeconomic support. These include the following authors: Gorbach L.M. and Vyshnevskaya N.V. [1], Hryniv V.M. [2], Davyskiba K.V. [3], Dobrik L.O. [4], Ignatenko O.S. and Maslivets G.Yu. [5], Myronenko M.Yu. [6], Radchenko L. and Kryzyna N. [7], Fedorenko I.A. [8] and others.

**Isolation of previously unresolved parts of the general problem.** However, recently, other approaches to the structure and components of the region's potential have emerged, which are associated with the transition to a new stage of public administration, as well as based on the circumstances that have arisen in Ukraine and affect its regional development.

Thus, **the article aims** to analyze and systematize scientists' views on the region's potential as the main object of public administration.

**Research results.** A summary of the views of scientists on understanding the essence and structure of the socio-economic potential of the region [1–8] is presented in Fig. 1.

In addition, recently, there have been many proposals regarding the development of the tourist and recreational potential of the western regions. This is due to the temporary loss of the Crimean Peninsula and the eastern and southern territories, where the vectors of development were previously mining potential and production. Today, by classifying territories by the sign of "nature of influence," the development of territories of constructive influence, which include mountainous territories, is being actualized.

Thus, Danylyuk V.O. [9] emphasizes the need to develop the Carpathian region precisely the recreational and tourist potential, which includes climatic, water, mineralogical, landscape, faunal and cultural and historical resources, which, in combination with economic factors, are prerequisites for the development of a recreational complex in the region.

The importance of developing the tourism and recreational potential of regions is also discussed by Gerasymenko V.G. [10], who defines the following groups of resources of the area as the basic con-

ditions for its formation: land, water, forest and tourism and recreational resources; human and financial; knowledge and information; entrepreneurial capacity and innovation.

Goryn G.V. [11] considers the recreational and tourist potential of the region as a set of recreational and tourist, production, financial and investment, natural, labor, technological, environmental, and information resources and opportunities of the region, which are used or can be potentially used for human health, recreation and tourism, activation of the activities of subjects of the recreational and tourist sphere and aimed at ensuring sustainable regional development.

In connection with the actualization of the search for and attraction of investments in the restoration, development, and development of territories and regions of Ukraine, both from the current and long-term perspective, many scientists suggest focusing on the development of investment potential.

*The socio-economic potential of the region is a set of available and hidden resources and opportunities of the region that are used by business entities in the current period or can be used in the future, taking into account the influence of external factors, for self-sufficient development in the long term.*



Natural resource component – all natural resources available in the region

Human component – takes into account demographic factors, the level of intellectual, professional and qualification development of citizens, the ability to engage in entrepreneurial activity, etc.

Infrastructure component – all objects of social and production infrastructure of the region

Financial component – availability of own and attracted financial resources

External economic component – the level of partnership relations in the region

**Fig. 1. A generalized view of understanding the essence and structure of the region's socio-economic potential**

Source: compiled by the author

Kukosh M.S. [12] draws attention to the need to develop the region's investment potential due to its direct impact on creating social, resource, and production potentials and ensuring the sustainability of economic growth. Under the investment potential of the region, the author understands a system that provides the processes of formation and effective use of investment resources of the area and additionally attracted ones, which is based on the existing natural, social, and economic conditions of the region, as well as the features of investment policy in the area and is aimed at its sustainable development. The author identifies the following components of investment potential: natural resource potential, innovation potential, production potential, social and labor potential, infrastructure potential, and financial potential.

In his work [13], Gordienko V.P. proves that investment potential in most cases is considered from three positions: as a set of objective economic, natural and geographical, economic and other prerequisites for the implementation of investment activities in the region; as a set of investment factors and production resources used in the process of implementing investment activities in the region; as a set of opportunities to form internal investment resources, as well as attract external investments based on the existing natural, social and economic conditions of the region.

Recently, in connection with the reform of the public management and administration sphere and the introduction of new models for their implementation, an approach has emerged that assumes a view of the region's potential as a market one. This is because modern public administration considers citizens not simply as recipients of services but as subjects whose needs and requests must be satisfied. They are also direct participants in this process and actively participate in it. And it is based on their needs that the entire infrastructure of the region functions.

Thus, Teslya D.V. and Schultz S.L. [14] consider the region's market potential to be based on the consumer and production capabilities of the region's market and infrastructure provision. According to the author's approach, the market potential of the area is considered as part of the general economic potential, as a separate complex of interconnected elements of its management system, which are selected based on the function they perform in the market and characterize the region's ability to produce goods/services and consume them. The importance of looking at the region's potential from the perspective of a new model of its functioning through the introduction of a marketing component is also considered in the works of other authors.

In addition to the market approach to understanding the region's potential, there are others. Given the innovative direction of the development of the national economy, many scientists emphasize the development of areas precisely from the standpoint of their creative potential.

Hrytsaenko M.I. [15] considers the innovative potential, which includes resource, infrastructure, and institutional components. The author understands the region's creative potential as the optimal combination of all available resources and the possibilities of their use for the effective implementation of innovative activity.

Bunyak N.M. [16] understands the innovative potential of the region as the set of creative resources, the possibility of their use in practical, innovative activity, and the targeted focus on achieving the goals of innovative activity through the use of resources.

Makarenko M.V. [17] understands the innovative potential of the region as the possibilities for the long-term development of the region's competitive advantages through the achievement of short-term goals.

Analysis and systematization of all the considered views allow us to offer our approach to understanding the essence and content of the region's potential and its components.

Therefore, the potential of the region should be understood as all explicit and implicit (both hidden and new) possibilities of the area that are used or can be potentially used, taking into account the conditions in which the region is located, for its development based on self-sufficiency and compliance with the directions of priority areas.

The potential of the region includes the following groups of potential/its components:

1. Socio-economic potential – which is essential in the hierarchy:

- infrastructure of the region – represented by a set of objects of the area that ensure the necessary functioning of economic entities and citizens' life activities. In turn, the infrastructure of the region is divided into economic (production and market) and social components;

- natural resource potential of the region – all available natural resources of the area and the possibilities of their use (including its tourist and recreational component);

- human potential – which provides for the level of development of human resources of the region, their demographic characteristics, labor capabilities and opportunities for intellectual development, the level of interaction with public administration entities, etc.;

- financial potential – the provision of the region with various types of financial resources, the ability to attract investment funds for further development;

– ecological potential – provides for ensuring environmental balance in the process of socio-economic development of the region;

2. Second-level hierarchies – as such, its components, which are updated today based on the conditions of the latest trends in the development of public management and administration and the country's economy:

– the potential of partnership relations – an important aspect is a presence in the region of the so-called attractiveness for the formation of effective inter-territorial, inter-regional, and international relations;

– innovative potential – a set of objects of the region that ensure its creative development and activation of creative activity;

3. Higher-level hierarchies – security potential – are today one of the most important because military actions in the regions of Ukraine lead to the destruction and/or impossibility of using all other elements of the potential.

**Conclusion.** Thus, in our work, we have proposed an approach to understanding the essence and composition of the region's potential as the main object of public administration. We have proposed a hierarchy of its components.

It should also be noted that all these components of the general potential of the region are, to some extent, conditionally separated and interconnected. For example, the security potential is represented by various structures in the region's general infrastructure. At the same time, safe working conditions for specialists who ensure the elimination of the consequences of emergencies affect the level of labor potential. The level of intellectual development of labor potential affects the innovative potential. The level of natural resource potential broadly indicates further partnership relations, etc. Therefore, public administration entities should try to perform their functions guided by the integrative principle.

In addition, it should be noted that the region's potential operates in the conditions of the external environment; at the same time, it forms the external environment at the regional level.

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