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PUBLIC MANAGEMENT OF INNOVATIVE DEVELOPMENT OF THE AGRICULTURAL COMPLEX IN THE CONTEXT OF SUSTAINABILITY

The article examines the principles of public management of innovative development of the agri-industrial complex in the sustainable development context. It is substantiated that in the context of increasing global economic, environmental, and social challenges, innovative development of the agri-industrial complex requires systematic state support based on a comprehensive combination of management tools. Based on the generalization of modern scientific approaches, the role of public management as a key factor in the formation of a favorable institutional environment for innovative transformation of the agricultural sector is determined. A model of public management of innovative development of the agri-industrial complex is proposed, which is based on the logic of "strategic goal - tools - results" and integrates regulatory, strategic-program, financial-economic, institutional, information-digital, environmental, and personnel educational tools.

Keywords*: mechanism; public administration; innovative development; innovative potential; agro-industrial complex; state policy; food security; strategy; sustainable development; region; agricultural sector; public-private partnership; business; community.*
Fig.: 1. Table: 1. References: 11.

Statement of the problem. The agro-industrial complex plays a strategic role in ensuring food security, economic stability, and social development of the state. In the globalization context, climate change and increasing resource constraints, the traditional model of agro-industrial complex development is losing its effectiveness, which necessitates the introduction of innovative approaches to its functioning.

At the same time, the realization of the innovative potential of the agri-industrial complex largely depends on the quality of public administration, capable of ensuring the coherence of economic interests, environmental priorities, and social needs of society. That is why the problem of forming an effective system of public administration of the innovative development of the agri-industrial complex in the sustainable development context is becoming more urgent.

Analysis of recent research and publications. Modern scientists draw attention to the fact that innovative approaches in public administration are becoming a key factor in the development of the public policy sector. A. Stasyshyn et al. include digital solutions (e-government), a systematic approach to uncertainty management, and the use of intelligent management models [1]. V. Galanets et al. consider public administration of the development of the agro-industrial complex as a strategic mechanism for ensuring sustainable development and emphasize that the sustainable development of the agricultural sector requires careful consideration of economic, social, and environmental aspects, as well as state support for innovations [2]. L. Komakha, V. Koltun developed the concept of sustainable public administration of rural areas, taking into account the interests of local communities and emphasizing the role of comprehensive administrative tools for ensuring socio-economic sustainability [3]. N. M. Kotvytska identifies key determinants of innovative development of the agri-food sector, including technological development, investments, scientific research, and development of human capital, which have a significant impact on the economic growth of the industry [4].

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Highlighting unexplored parts of the general problem. At the same time, the analysis of scientific publications shows that despite the considerable attention of researchers to individual aspects of innovative development and sustainable functioning of the agro-industrial complex, the issues of systemic integration of public management tools into the conceptual model of innovative development of the agro-industrial complex remain insufficiently developed. This necessitates the formation of a comprehensive approach to public management of innovative development of the agro-industrial complex, which takes into account multi-level management and the interaction of economic, environmental, and social factors.

Purpose of the article. The purpose of the article is to study the features of public management of innovative development of the agricultural complex in the sustainable development context.

Presentation of the main material. The modern agro-industrial complex operates in conditions of increasing global economic, environmental, and social challenges, which necessitate the transition to an innovative development model focused on the principles of sustainability. The introduction of innovations in the agricultural sector requires not only technological changes but also the transformation of approaches to public administration, capable of ensuring the coherence of state policy, market mechanisms, and public interests. In this context, public administration is an important institutional mechanism for the formation of a favorable environment for the innovative development of the agro-industrial complex.

The issue of innovative development of the agro-industrial complex occupies an important place in modern scientific research, which is due to the growing role of the agricultural sector in ensuring food security, economic stability, and achieving sustainable development goals. In the works of domestic and foreign scientists, innovative development of the agro-industrial complex is considered as a complex multidimensional process that combines technological, institutional, organizational and managerial, and socio-economic changes.

T. Dudar notes that innovative activity in the agricultural sector has its own characteristics due to the combination of technological processes and biological cycles: that is, innovations encompass not only technologies, but also production organisms (new plant varieties, animal breeds, etc.), which contribute to economic, social, and environmental benefits [5].

O. Mishchenko and Y. Ponomarenko emphasize that it is strategically important to introduce modern innovation-intensive technologies (for example, precision agriculture, digital solutions, and soil conservation technologies), as they are a key factor in maintaining competitiveness, food security, and integration into global markets [6].

K.S. Klymova emphasizes the importance of institutional support for the innovative development of agribusiness, which includes the creation of appropriate regulatory, informational, and communication conditions to stimulate innovation dynamics [7].

S. Zaika et al. examine innovations through the prism of sustainable development, indicating that the implementation of innovations must be consistent with environmental and social goals, which becomes critically important for the long-term functioning of the agricultural sector [8].

The generalization of scientific approaches to the innovative development of the agro-industrial complex indicates the need for a comprehensive, system-oriented state policy that combines a strategic vision, institutional support, and public management tools aimed at achieving sustainable development goals. The effectiveness of management decisions is determined by the complexity of the application of state influence tools, the level of coordination between authorities at different levels, as well as the integration of economic, environmental, and social development goals.

Given the multifactorial nature of innovations in the agricultural sector, it is advisable to use a comprehensive model of public management of innovative development of the agricultural complex, which combines regulatory, strategic, financial and economic, institutional, information and digital, environmental and personnel, and educational tools. Such an approach allows you to systematically reflect the relationships between elements of public management and ensure a targeted impact on the innovative activity of agricultural business entities.

The proposed model is aimed at forming an effective public management mechanism capable of ensuring the competitiveness of the agro-industrial complex, increasing its resource efficiency, and achieving sustainable development goals (Fig. 1).

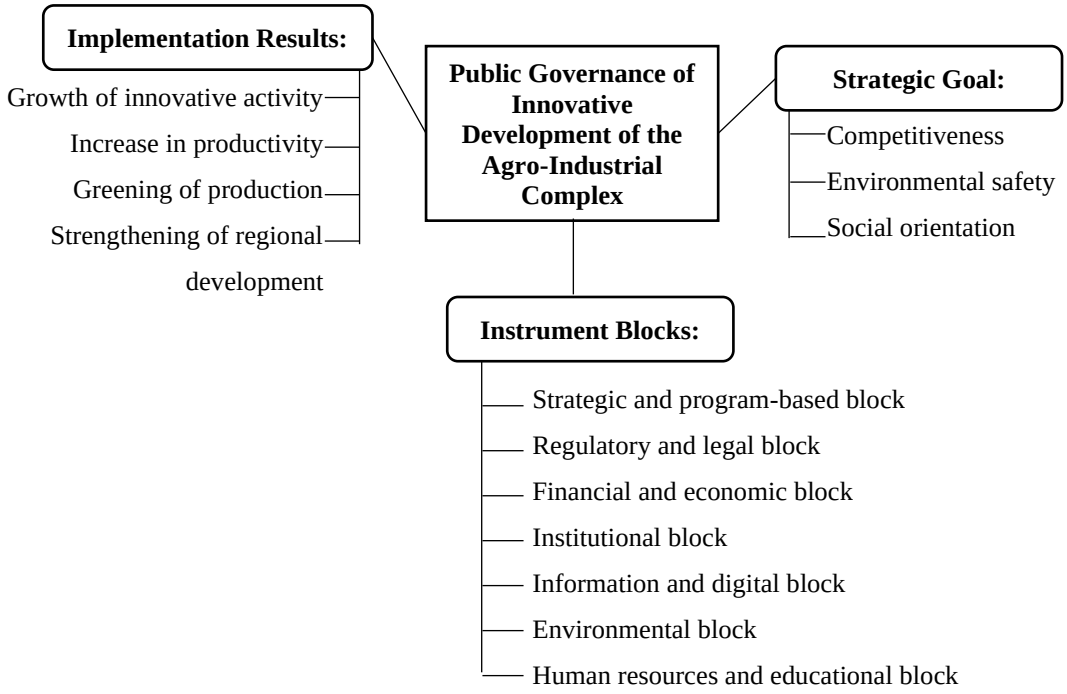

Fig. 1. Model of public management of innovative development of the agro-industrial complex
Source: Compiled by the authors based on [9; 10; 11].

The model of public management of innovative development of the agro-industrial complex provides for a clear logic of "goal - tools - results", according to which the strategic goal of state policy is specified through a system of public management tools, and the effectiveness of their application is assessed by the achieved economic, environmental, and social results. This allows ensuring the transparency of state agrarian policy and increasing its effectiveness.

Public administration is a key coordinating element that ensures the alignment of the state's strategic goals, the interests of agribusiness, and public needs.

The strategic goal of the comprehensive model of public management of innovative development of the agro-industrial complex is to form a competitive, innovatively oriented, and environmentally responsible agricultural sector capable of ensuring sustainable socio-economic development of the state and its regions. Achieving this goal involves balancing the economic interests of agricultural entities with environmental constraints and social priorities for the development of rural areas. Within the framework of the model, the strategic goal is specified through ensuring technological modernization of agricultural production, increasing the efficiency of natural resource use, stimulating innovative activity, and strengthening the institutional capacity of public authorities in the field of agricultural policy.

The model is structured according to functional blocks of public administration tools, each of which plays a separate role in stimulating innovative activity in the agro-industrial complex. Public administration tools within the proposed model contribute to the targeted regulatory, stimulating, and coordinating influence of public authorities on innovation processes in the agro-industrial complex. The use of tools is based on the principles of systematicity, integration, and complementarity.

The key tools of public management of innovative development of the agricultural complex should include the following:

- strategic planning and program-targeted approach (state and regional programs for innovative development of the agricultural complex);
- financial and economic incentives (grants, subsidies, tax breaks for innovative agricultural projects);
- institutional support (agro-innovation clusters, advisory services, state-business-science partnerships);
- digitalization of the agricultural sector (AgTech , Big Data , precision agriculture);
- environmental regulation and "green" innovations as a component of sustainable development.

The implementation of a comprehensive model of public management of innovative development of the agro-industrial complex ensures the achievement of multidimensional results that cover the economic, environmental, and social components of sustainable development. In the economic dimension, the results are an increase in the productivity of agricultural production, an increase in the competitiveness of agricultural products, an intensification of innovative activity, and an increase in the investment attractiveness of the agro-industrial complex. In the environmental dimension, a reduction in the negative impact of agricultural production on the environment, an increase in the level of resource efficiency, and the introduction of environmentally friendly technologies are achieved. In the social dimension, the implementation of the model contributes to the development of rural areas, the creation of new jobs, an increase in the quality of life of the rural population, and the strengthening of social stability.

The assessment of the state policy of innovative development of the agricultural complex within the framework of the proposed conceptual framework is carried out in the following key areas:

- level of innovative activity of the agro-industrial complex;
- efficiency of use of financial and natural resources;
- degree of environmental protection of agricultural production;
- development of human potential and institutional capacity;
- contribution of the agricultural sector to achieving sustainable development goals.

An important component of the conceptual framework is the orientation towards multi-level public governance, which involves the coordination of actions of central and local authorities, business, scientific institutions, and civil society. This ensures the adaptability of state policy to regional features of the development of the agro-industrial complex and increases the efficiency of the implementation of innovative initiatives.

The overall result is to ensure the transition of the agro-industrial complex to an innovative development model that meets the goals of sustainable development and the strategic priorities of the state agrarian policy.

The proposed model of public management of innovative development of the agro-industrial complex is specified through a system of interconnected instruments of state influence, which ensure the practical implementation of the strategic goal of innovative transformation of the agricultural sector in the context of sustainable development. Within the framework of this model, public management instruments act as key mechanisms for implementing state agrarian policy, aimed at forming a favorable institutional, financial, and information environment for innovative activity (Table 1).

The regulatory and legal block forms legal conditions and a regulatory implementation of environmental innovations. Regulatory and legal instruments form the basic conditions for the functioning of innovative activities in the agro-industrial complex. They are aimed at creating a transparent and stable regulatory environment, harmonizing national legislation with the norms of the European Union, and introducing legal mechanisms to support "green" technologies. The use of these instruments ensures the coordination of the economic interests of agro-industrial complex entities with the environmental requirements of sustainable development.

Table 1

Tools of public management of innovative development of the agricultural complex

Tool group	**Tool Contents**	**Expected impact on the innovative development of the agricultural complex**	**Contribution to sustainable development**
Regulatory and legal	Formation of agricultural innovation policy; harmonization of legislation with EU norms; regulation of the use of “green” technologies	Creating stable rules for innovation	Balancing economic and environmental interests
Strategic and programmatic	State and regional strategies for the development of the agricultural complex; innovation and digitalization programs	Aligning long-term goals and resources	Orientation of agricultural development to the SDGs
Financial and economic	Budgetary support for innovations, grants, tax incentives, and preferential lending	Lowering financial barriers to innovation	Supporting the economic sustainability of the agricultural sector
Institutional	Agro-innovation clusters; advisory services; public-private partnership	Intensification of interaction between science, business, and government	Social cohesion and regional development
Information and digital	AgTech , Big Data , electronic services, and digital platforms to support farmers	Increasing the efficiency of management decisions	Rational use of resources
Environmental	Support for organic production, environmental standards, and green innovations	Promoting environmentally friendly technologies	Preserving natural capital
Personnel and educational	Training, agricultural startup incubators, and knowledge transfer	Growth of the innovative potential of the agricultural complex	Social sustainability and human capital development

Source: Systematized by the authors.

The strategic and programmatic block provides long-term planning and programmatic support for the innovative development of the agricultural sector. These tools ensure the definition of priority areas for the innovative development of the agricultural sector in the medium and long term. State and regional strategies, as well as targeted programs for innovation and digitalization, allow concentrating resources on key areas of modernization of the agricultural sector and ensure the orientation of the development of the agricultural sector towards achieving the Sustainable Development Goals.

The financial and economic block is aimed at reducing investment risks and stimulating the introduction of innovations through the use of budgetary, credit, and tax instruments. Financial and economic instruments play a stimulating role in activating the innovative activity of agricultural business entities. The use of budgetary support, grant programs, tax incentives, and preferential lending helps reduce financial barriers to the introduction of innovations and increases the economic sustainability of the agro-industrial complex.

The institutional block ensures the interaction of public authorities, scientific institutions, business, and local communities, promoting the development of partnership forms of cooperation. Accordingly, institutional instruments are aimed at developing effective interaction between public authorities, business, scientific institutions, and local communities.

The creation of agro-innovation clusters, the development of advisory services, and mechanisms of public-private partnership contribute to the transfer of knowledge, the dissemination of innovations, and the strengthening of regional development.

The information and digital block reflect the role of digital technologies and innovative information systems in increasing the efficiency of management decisions in the agribusiness sector. Information and digital tools ensure the implementation of modern digital technologies in the management system and production processes of the agribusiness sector. The use of AgTech solutions, Big Data, electronic services, and digital platforms increases the efficiency of management decisions, contributes to the optimization of resource use, and transparency of agricultural policy.

A separate place in the scheme is occupied by the environmental and personnel education blocks, which ensure the integration of the principles of environmental safety, resource efficiency, and human capital development into the innovation policy of the agricultural sector.

Environmental tools integrate the principles of environmental safety and resource conservation into the processes of innovative development of the agro-industrial complex. Supporting organic production, introducing environmental standards, and stimulating "green" innovations contribute to the preservation of natural capital and reducing the negative impact of agricultural activities on the environment.

Personnel and educational tools are focused on the development of human capital as the main factor of innovative transformation of the agro-industrial complex. Training of qualified personnel, development of agricultural startup incubators, and knowledge transfer systems ensure the growth of the innovative potential of the agricultural sector and increased social sustainability.

The result of the interaction of all blocks of tools is an increase in the innovative activity of the agricultural sector, an increase in its competitiveness, the greening of production, and the strengthening of socio-economic sustainability, which together contribute to the achievement of sustainable development goals.

Conclusions and suggestions. The proposed system of public management tools for the innovative development of the agro-industrial complex forms the conceptual basis of state policy in the agro-industrial complex, which is based on the principles of systematicity, comprehensiveness, and orientation towards sustainable development. This conceptual basis provides for the integration of the strategic goal of innovative transformation of the agro-industrial complex with the mechanisms of its practical implementation and results that are subject to constant monitoring and evaluation.

Promising areas for improving public management of innovative development of the agri-industrial complex are: integration of innovative agricultural policy with sustainable development goals; strengthening the role of local communities in supporting agricultural innovations; development of public-private partnerships in the agricultural sector; adaptation of European experience in "green" and digital development of the agri-industrial complex; formation of a system for monitoring the effectiveness of innovation policy.

The proposed model can be used as a methodological platform for the formation, implementation, and evaluation of state policy for the innovative development of the agro-industrial complex, aimed at ensuring its competitiveness, environmental safety, and social sustainability in the sustainable development concept.

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ПУБЛІЧНЕ УПРАВЛІННЯ ІННОВАЦІЙНИМ РОЗВИТКОМ АПК У КОНТЕКСТІ СТАЛОСТІ

Переосмислення ролі державного управління у забезпеченні інноваційного розвитку агропромислового комплексу в умовах трансформаційних змін пов'язане з глобалізацією, кліматичними викликами, цифровізацією економіки та орієнтацією на реалізацію Цілей сталого розвитку. Агропромисловий комплекс є стратегічно важливою складовою національної економіки, саме тому питання формування ефективної державної політики забезпечення інноваційного розвитку АПК має особливе значення. У статті досліджуються основи державного управління інноваційним розвитком агропромислового комплексу в контексті сталого розвитку. Обґрунтовується, що в умовах зростаючих глобальних економічних, екологічних та соціальних викликів інноваційний розвиток агропромислового комплексу потребує системного та цілеспрямованого державного впливу, що ґрунтується на комплексному поєднанні інструментів державного управління. На основі узагальнення сучасних наукових підходів роль державного управління визначена як ключовий фактор у формуванні сприятливого інституційного середовища для інноваційної трансформації аграрного сектору. Запропоновано модель державного управління інноваційним розвитком агропромислового комплексу, побудовану за логікою «стратегічна мета – інструменти – результати», яка інтегрує нормативно-правові, стратегічно-програмні, фінансово-економічні, інституційні, інформаційно-цифрові, екологічні та кадрово-освітні інструменти. Розроблено концептуальну основу формування та оцінки державної політики у напрямі інноваційного розвитку агропромислового комплексу, орієнтованої на підвищення конкурентоспроможності сільськогосподарського

виробництва, забезпечення екологічної безпеки та досягнення соціально-економічних цілей сталого розвитку. Практичне значення отриманих результатів полягає в можливості їх застосування органами державної влади під час розробки та реалізації державної аграрної та інноваційної політики, а також у наукових дослідженнях з питань державного управління, інноваційного та сталого розвитку агропромислового комплексу.

Ключові слова: *механізм; публічне управління; інноваційний розвиток; інноваційний потенціал; агропромисловий комплекс; державна політика; продовольча безпека; стратегія; сталий розвиток; регіон; аграрний сектор; державно-приватне партнерство; бізнес; громада.*

Рис.: 1. Табл.: 1. Бібл.: 11.

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